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Heavy currents wreck barges at Corps Dam

Article and Photos
By Ed Evans
Nashville District

The first indication most people had that something was going wrong was the radio voice of the captain on the *Marge McFarlin* yelling for his life-jacketed lookouts on the forward barges to get back to the boat. And race back they did.

It started out as a routine lock-through, one towboat pushing 10 barges of coal and sand, and one cement-filled covered barge upstream through Cheatham Lock, part of the U.S. Army Corps of Engineers' system of locks and dams along the Cumberland River.

Happens several times a day, every week, every month without incident.

But at 1 p.m. on March 20, the Cumberland River was running high after three days of solid rain. And it was running fast, 122,000 cubic feet per second when the towboat and its 11 230-ton barges, each with 1,500 tons of cargo, were moving through the lock and into the current.

The loaded barges were tied together, three across, with steel cable, leaving a slot in the back where the Ingram Barge towboat *Marge McFarlin* could nestle to power the barges through the 800-foot Cheatham Lock.

All went as it should until the lead three barges began to clear the end of the lock short wall. The river, rushing at the barges and hurtling over to the right as it rushed to the open gates of Cheatham Dam, grabbed at the barges, shoving them off course, around into the current, and into the dam. Steel cables snapped and the rushing current tumbled the barges into the face of the dam, one barge coming around and slamming into the lock wall flat-on.

The *Marge McFarlin* was also pushed into the dam as the captain struggled to keep his craft from crushing between the floating sledgehammers and the dam that had become their anvil. Still wired to the barges, he was handicapped by the force of the current against the broad side of the barges, but managed to break free of the current and the remaining barges in the tow. He guided his craft to the west bank opposite the lock.

The *Marge McFarlin* and its crew were safe and undamaged, a miracle in itself.

Cheatham lockmaster Billie Boyd and her crew were already in action, notifying emergency crews, moving to check on the captain and his crew, and performing a quick assessment of damage done and damage possibly ahead.

Locked into the corner of the dam face and the lock wall was a barge filled with coal, and beside it the covered barge filled with dry Portland cement. The coal barge was beginning to list at one corner, but the cement barge stayed upright.

Perpendicular to them was a sand-filled barge and two coal-filled barges, all intact. Immediately outside these three were two barges of sand floating diagonally from the lock wall.

Beside these seven, and closest to the power plant, were four more sand-filled barges jumbled together, still bouncing and banging around in the current. It wasn't long before the strength of the current reared up the one closest to the dam gates. Like a great whale it went belly-up against its neighbor, causing that one to capsize, and then the third capsized. All three landed upside down on the still-upright fourth barge, spilling their load of river sand back into the white-capped current.

Three days of steady rain caused fast, heavy currents on the Cumberland River, which wrecked barges at Cheatham Dam.

As the huge metal cargo carriers went through their gyrations and capsizing, wrenching steel screamed and moaned and punctuated the crash of metal-on-metal. Power plant workers directly above ran to safety along the narrow catwalk. Crews along the lock wall backed quickly away and got to safety.

Finally, all that filled the air was the sounds of the raging river, and crews once more moved quickly to assess the new situation.

Within minutes after the original event, emergency crews from Ashland City began arriving, along with Cheatham County Sheriff John Holder. The emergency crews prepared their equipment in case anyone had been hurt, and the sheriff took over traffic control on the access road leading to the lock and dam. Operational specialists led by Mike Ensch, Chief of Operations from Nashville District, were arriving, along with Coast Guard Boatswains Mate First Class (BM-1) John Shultz from the Nashville-based Marine Safety Detachment, and Lawrence Hays, a representative from Ingram Barge's Nashville office.

Management and operations crews from Ingram Barge

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Lt. Gen. William Cassidy was Chief of Engineers from July 1965 to July 1969. He died March 31 at 93. (Photo from the Digital Visual Library)

LTG Cassidy, former Chief, dead at 93

Lt. Gen. (ret.) William F. Cassidy, the 41st Chief of Engineers, died on March 31 at the age of 93. He served as Chief of Engineers from July 1965 to July 1969. He is survived by his wife, Mrs. Helen R. Cassidy.

Cassidy was born on an Army post near Nome, Alaska, on Aug. 28, 1908. He graduated from the U.S. Military Academy in 1931, and was commissioned in the Corps of Engineers. He served as assistant to the district engineer in Portland, Oregon; commanded an engineer company at Fort Belvoir, Va.; and oversaw military construction projects in Hawaii.

During World War II Cassidy commanded engineer troops specializing in airfield construction in England, North Africa, and Italy.

Following the war, he served as Deputy Chief, then Chief of War Plans (later Operations and Training) Division, Office of the Chief of Engineers, in 1944-47. At the outbreak of the Korean conflict, he was ordered to Japan where he was responsible for engineer supply.

He served as South Pacific Division Engineer from 1955 to 1958 and was the senior logistics advisor to the Republic of Korea Army in 1958-59.

Cassidy was the Corps' Director of Civil Works from September 1959 to March 1962, and was then appointed Deputy Chief of Engineers. On March 1, 1963, he became the Commanding General of the Army Engineer Center and Fort Belvoir and Commandant of the Army Engineer School. Cassidy became Chief of Engineers on July 1, 1965.

He was awarded the Distinguished Service Medal for his service as Chief of Engineers. His other military decorations included the Legion of Merit with Oak Leaf Cluster, the Bronze Star Medal, and the Republic of Korea Presidential Citation.

Insights

Is 'public service' a contradiction? Not in Corps

By Col. Lowell Moore
Chaplain, U. S. Army Corps of Engineers

Is "public service" an oxymoron? I'm sure a lot of people think so, and sometimes I wonder myself. I had a frustrating experience a few years ago that made me doubt whether "public" and "servant" belong in the same sentence.

While I was stationed at Fort Richardson, Alaska, I purchased an inflatable boat called a Zodiac. I enjoyed countless hours running my boat around the bountiful waters of Alaska and taking in the awesome beauty that surrounded me. During my four years in Alaska I caught fish by the hundreds. I boated with pods of whales and enjoyed watching the abundant wildlife like puffins, sea lions, eagles, and sea otters.

Then the Army sent me to Fort Lewis, Wash. You can imagine how excited I was when I learned that Puget Sound was almost at my back door. I couldn't wait to get my Zodiac back in the water so I could explore Puget Sound and start harassing the fish again.

But, unlike Alaska, Washington State required a boat registration, so before I could start catching all those dumb, unsuspecting fish, I had to get my Zodiac registered at the local Department of Motor Vehicles (DMV).

Since I didn't buy the boat in Washington, I had to produce a registration from the state where it was purchased. This presented a major problem because I didn't have one. It didn't seem to matter to the Washington State DMV personnel that in 1986 Alaska didn't require registration of rubber inflatable boats. Washington State had its rules and didn't want to hear any excuses.

Washington State also wanted to see how much tax I paid. Alaska doesn't have sales tax, and I bought the Zodiac through the PX, which doesn't have sales tax, either.

And so on, and so on, *and so on!* Every time I overcame one bureaucratic obstacle, I ran into another! It seemed like *everyone* I talked to said I couldn't get a registration for the Zodiac, but I couldn't put it in the water without one.

The most frustrating part was that no one even seemed concerned that I was caught in a bureaucratic snare. It was obvious that they didn't have Lt. Gen. Flower's "Just Do It!" card and didn't know to ask, "Is it good for my customer?"

Two frustrating months later I finally got the Zodiac wet again, but only after countless trips to the local DMV, countless phone calls to Alaska, one trip to the Seattle DMV, and one trip to the DMV in Olympia, the state capitol.

I lost the best part of the summer, but at least the dumb, naive fish and the makers of Advil benefited from the two months that the bureaucracy kept me off Puget Sound. During these two months you wouldn't have to be a powerful debater to convince me that "public service" was an oxymoron.

'Public service' is not an oxymoron, and certainly not when referring to the Corps.

I'm sure we all have our stories of momentary bureaucratic frustration. However, I have to admit that for every such story, I have about ninety-nine other stories of dedicated public servants who went the extra mile to help me with a problem and make my life more enjoyable.

I don't know where America would be today without the thousands of wonderful public servants who put service to our nation ahead of personal gain. It is only fitting that America take time to honor its public servants during Public Service Recognition Week, and I join America this month in saluting these deserving people.

And I have found public service to be especially praiseworthy in the U. S. Army Corps of Engineers. Last month I was visiting Seattle District when I interrupted four Corps members talking in the hallway. The topic of discussion was how could they overcome an obstacle and "make it happen" for one of their customers. And they hoped to "make it happen" before the customer even realized there was a problem.

That would have been music to my ears if I had heard it from the DMV in Washington State in 1992, but I hear it all the time in the Corps.

Well, to answer my opening question, "public service" in ***not*** an oxymoron, and ***certainly not*** when referring to the Corps of Engineers. I believe we have the best public servants in America!

And I suppose I should confess that when I finally got the Zodiac in Puget Sound, I found that those Washington State fish weren't so dumb and naïve after all. I took a lot more fish out of Safeway than I ever took out of Puget Sound!

(The views expressed in this article are those of the author and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, the Department of Defense, or the U.S. government.)

Letters to the Editor

Critical Incident Stress Management

Our thanks for publishing Alicia Embrey's excellent article. The Southwestern Division (SWD) Critical Incident Project Management Team and all of the SWD Peer Supporters appreciate the opportunity to spread the word of how job-related critical incidents can have a lasting effect on a team member's health and morale.

However, we are concerned that the article's headline may have created two major misunderstandings about the SWD Critical Incident Stress Management (CISM) program.

First, our team members are not counselors, and do not provide counseling. This is the province of mental health professionals. The standard of care to which we adhere is to provide support, not counseling. Peer supporters are trained to follow a well-defined intervention protocol to assist another team member in understanding and coping with the effects that an incident may cause.

Just as a first responder trained by the American Red Cross does not practice medicine, a peer supporter does not dispense psychotherapy. Professional help is available to team members through the Corps Employee Assistance Program (EAP), and peer supporters are trained to always make affected team members aware of these available professional resources.

In CISM responses to profoundly serious incidents, the appropriate EAP professionals would accompany SWD peer supporters to the incident site to offer professional services.

Second, our purpose is not to help only park rangers; we are there for all Corps team members. While park rangers may be the Corps employees most visibly and routinely involved in on-the-job trauma, it can, and does, happen to other team members. Our emergency management and disaster response teams are also exposed to powerful incident stressors, but no office or team member is immune from unexpected events.

When our program becomes operational, it is our goal to be available for rapid response to critical job incidents involving any employee anywhere within SWD.

Again, thank you for bringing our effort to the attention of the larger U.S. Army Corps of Engineers family.

Terry Holt
Tim Gibson
SWD Critical Incident Program Management Team

My pleasure, and thank you for the clarification.
*— **Editor***

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Mothers Day

Raising teens on 'long road of life'

By Sunday Pearson
Sacramento District

Raising children is complicated, especially when they become teenagers. As hard as it is to believe, under the teenage façade of baggie pants, tattoos, colorful language, and body piercing, there often beats a sincere and loving heart that puts our superficial adult attitudes to shame. Over time, my husband and I learned from our children that outward appearances and our general parental stance on "propriety" smacked of the externalism they found disappointing in a lot of so-called "adults."

After 25 years, I can safely state that our marriage somehow survived raising children. Although their zest for life was invigorating, it was tough to know when to pull on the reins and when to let go. Not once did we have to call an ambulance to our home (although I threatened) or dial 911 to have them picked up. I was driven pretty close to having myself committed to the "Ha-Ha Hospital" a time or two, but thankfully, sanity prevailed.

Many decisions that my husband and I made on behalf of our girls as they grew up were based on a personal viewpoint we like to call "the long road of life theory." In other words, just how significant is something when compared to a life span of perhaps 80 or 90 years? This homespun philosophy allowed us to see past what our adult minds considered "obvious," thus assisting us as we tried to empathize with our teenagers' perspective on issues important to them.

Over time, this collective approach helped my husband and me build a strong communication bridge. The cornerstone to that bridge was mutual respect. Believe me, good communication was important during those turbulent adolescent years!

Our youngest daughter, Kelly, is currently a 21-year old junior at a university in San Diego. At 17, she decided she wanted to have her tongue pierced, and came to her father and me asking permission. It was important at the time because "all my friends are doing it, Mom."

Sound familiar?

Using the long of life perspective, our decision was remarkably easy. Not only did we say "yes" but, since she didn't have the money, *we also paid for it!*

When Kelly turned 18, she wanted to get her belly button pierced. Legally, she could pierce herself 'til she sprang a leak, so we were glad to be included in her decision-making process. Although we didn't particularly like that idea either, she said it was something she would like to do in keeping with style, trends, fashion, yadda, yadda, yadda.

Translation — *"All my friends are doing it, Mom!"*

Again, balancing our opinion against a theory that you'll *never* find in a child-rearing manual, we decided that a pierced belly-button was a mere blip on the lifeline continuum. This time, however, *she* paid for the belly-button ring, but she still had our support.

Our little blond pincushion went on to graduate from high school with honors, receive an academic scholarship, and enter college.

After living in the dorm during her freshman year, Kelly decided to move off-campus and split living expenses with a combination of both male and female roommates. Once more, she approached her father and me for both permission and financial assistance. Again, we measured our decision as we had in the past. It didn't take us long to decide that we would *not* support this move, and we explained to her specifically *why* we would not. We hoped that since we had always given credence to her teenage opinions and desires, she would show equal respect.

Kelly didn't like our answer and, to tell you the truth, we didn't get her buy-in that it wouldn't happen anyway. By then, we simply had to trust that our daughter would make what we believed to be the right choice.

Not long after that conversation, Kelly completed her first year of college. She removed the tongue pierce because it became uncomfortable, and one day the belly button ring just fell off! She made the dean's list at her university, and she located three female roommates for the following school year.

That summer while Kelly was home, I asked her if she would replace any of the body piercing. She said she wouldn't because it wasn't important.

Funny, that's what her dad and I thought too!

Barges

Continued from page one

Company also arrived, checked on their people, and then began planning how to move the remaining barges to safety. Video camera crews moved in from ABC, CBS, NBC, and Fox TV. Photographers from the *Nashville Tennessean* and the *Ashland City Times* arrived. WLAC and WSM radio stations called Nashville District representatives.

Between them they began to fill the airwaves with the tragedy at Cheatham Dam, and the miracle of no loss of life.

Through Wednesday night and into Thursday the Nashville District and Ingram crews worked to take pressure off Cheatham Dam without damaging the seven gates. Floodwaters were still flowing through them fast enough to surf on. In the midst of this, the Corps' Cheatham Lock crew began flood protection measures because the restriction of flow caused the river level to rise sharply.

Ingram immediately called in two more towboats, and placed calls to their fleet for two more. By Thursday morning, five towboats were on site and a crew of river professionals worked through the night moving barges to safe moorings along the lock wall.

Four towboats worked the barges on the upstream side of the dam. while one towboat was stationed in downstream. This boat was the last resort. If anything, barge or boat, was sucked through the spillway gates (45x60 feet when fully open) the mission of this boat was to stop the wreckage from flowing downstream where it might inflict damage.

A towboat carefully moves a barge away from Cheatham Dam. Despite the spectacular damage to the barges, no lives were lost.

Early Thursday morning, the upright barge beneath the three capsized ones rolled, swept down, and smashed into the cement barge on the starboard side, then went bottom first into the dam. The cement barge now began to list where the rolling barge had ripped into it.

That cement-filled barge was the immediate concern of the river men that Thursday morning. No one wanted a huge stone lying at the foot of Cheatham Dam. They had to move it away from the dam as soon as possible.

Quickly but carefully the Ingram crews moved other barges away from the cement barge. It was clearly taking on water now. Part of the problem with moving it was that it was broadside to the current. Even though the massive gates behind it had been partially shut to lessen the draw, still the current shouldered it into the face of the dam. The towboat crews had to move the barge carefully. If they pulled too quickly on one end, the other end could come around and slam the coal barge beside it into the gates on the dam face.

As gently as one can work in heavy current with 230-ton barges carrying 1,500 tons of cargo, the towboat crews finally broke the current's hold on the cement-filled barge and began moving it away from the dam. The barge was still listing badly in the water.

One coal barge remained glued to the dam by the current. Again the towboat crews cranked the mighty engines ever so carefully, gently breaking the current's suction without slamming the other end into the spillway gates. And the coal barge began to move away upriver.

By Thursday afternoon, the worst was over. All that was left was to stabilize and move the remaining moored barges upriver and start them on their way to their original destinations.

The awkward rust-bottomed sculpture midway in the face of the dam would have to stay put for a while. The three capsized barges atop the fourth were grounded for the present and there was small chance of further movement. Ingram had put out a call for salvage equipment from Pittsburgh and points upstream of Cincinnati, but it would take a week to arrive.

The good news was, there would be no more rain for three or more days, according to the weather forecasters, and the river was falling. Cheatham Lock, which had been closed after the incident, opened for business again at 3:30 p.m. Thursday afternoon, and everyone went back to their regular duties.

"Another day on the river," said Coast Guard BM-1 John Shultz. "Just another day on the river."

CREST

Real estate teams deploy to support soldiers in Southwest Asia

By Lt. Col. Christian Prescott
Headquarters

CREST, the Contingency Real Estate Support Team, is again deployed in a military contingency operation. Since November, CREST has had up to six USACE civilian volunteers performing real estate activities in four different countries in Southwest Asia supporting Operation Enduring Freedom.

The CREST volunteers are involved in numerous real estate activities, including leasing and acquiring space for operations, guiding the theater commander on real estate matters, and coordinating real estate issues between Central Command and the real estate authorities in Southwest Asia.

CREST was established following Desert Storm, and has been involved in numerous contingencies since. Desert Storm proved that early deployment of real estate teams expedited operations and saved expenses. During subsequent operations, Corps real estate professionals have deployed alongside military personnel as a standard part of operations.

Civilian volunteer teams

CREST is a rapidly deployable contingent of Corps civilian real estate professionals who have volunteered to support the armed forces during a contingency, or to reinforce natural disaster response organizations during disasters.

There are eight CREST teams, one in each Corps division. Four of the Corps' divisions are assigned to support the Army's four unified commands, and their CREST teams are part of that support:

- The Southwestern Division (SWD) CREST team supports Central Command (Southwest Asia and the Horn of Africa), with the CREST team in Mississippi Valley Division as back up.
- The South Atlantic Division CREST team supports Southern Command (Central and South America, and the Caribbean), with the CREST team in South Pacific Division (SPD) as back up.
- The North Atlantic Division CREST team supports European Command (Europe and most of Africa), with the CREST team in Great Lakes and Ohio River Division as back up.
- Pacific Ocean Division supports Pacific Command (Pacific Ocean and most of Asia) but, due to its small real estate office, POD's CREST mission is handled by the Northwestern Division CREST team, with the SPD CREST team as back up.

Civilian team members work their way through a Leadership Reaction Course problem during Field Force Engineering Training at Fort Leonard Wood, Mo. (Photo courtesy of CREST)

Field commander asset

SWD has the lead for real estate support to Central Command in Southwest Asia. But once in-theater, CREST teams become a theater-level asset. They are the theater commander's experts on real property, and conduct real estate operations in the theater to support U.S. forces.

The first six-person CREST team deployed from SWD to Southwest Asia in November 2001. They returned to the U.S. last March. The second CREST team deployed in March and transitioned with the first team. The second SWD team is currently supported by one member from Rock Island District.

SWD also got extensive support from Savannah District in the initial CREST deployment. The district provided initial support due to its past experience with non-contingency operations in that region. "The support we received from Savannah District was critical to the success of the initial deployment," said Dennis Hogan, SWD's Chief of Real Estate.

Very mobile teams

"Afghanistan is the worst place I've ever seen," said Command Sgt. Maj. Robert Dils, the USACE Sergeant Major. "Imagine all the sand and all the rocks in the world piled up in one place, and you've got Afghanistan. Barren, desolate."

*(**Editor's note:** The Corps does not reveal the names of employees deployed to dangerous areas. Everyone quoted in this article has safely returned from downrange.)*

CREST activities in Southwest Asia include leasing space for airport terminal offices, vehicle maintenance, warehousing, support cargo and airfield operations (acreage), tent city (acreage), housing, vehicle parking, compounds, and conducting inspections for housing.

In past missions, CREST members worked out of a central location in one country. But the current teams are very mobile. They travel extensively throughout the region alone or in pairs for weeks or months to perform the mission. CREST members have worked in Kuwait, Afghanistan, Kyrgyztan, and Uzbekistan.

Their experiences vary depending on location.

"Life at Camp Doha in Kuwait isn't too bad," said James Davis of Savannah District. "The Army has put forth a great deal of effort to make things there as comfortable as possible. The food is good and gym facilities are outstanding."

Davis compared Camp Doha favorably to his previous down-range assignment where "you were more than likely eating MREs (Meals, Ready to Eat) three times a day" and showering facilities were rare.

Bobby Camp, the assistant team leader from Fort Worth District, and Keith Loos from Little Rock District, both related stories of arduous (but interesting) travels to reach their current duty station in Kyrgyztan, involving numerous stopovers in various countries, including a 17-hour layover in Istanbul. However, in the nearly two months they've been in that country, neither would trade the experiences and rewards they've received.

"The Air Force supports us in every way," Loos said. "After acquiring our first lease, General Kelly, the commander, told the personnel at his daily meeting that when you see a CREST member give him a big hug and pat on the back. We were always made to feel part of the team."

David Jones from Tulsa District also noted the differences between past CREST deployments and this operation. He said that past lessons learned "did not exactly fit the Enduring Freedom deployment, and the lessons learned from this deployment won't exactly fit the next,

Continued on next page

The barren landscape of Afghanistan stretches out behind Michael Lawless (left) and James Davis (right) and their native guide/interpreter. Both Corps men have returned from downrange. (Photo courtesy of CREST)

Ghee Pappen (right) conducts negotiations native-style with a landowner in Afghanistan. Pappen has returned from downrange. (Photo courtesy of CREST)

New project protects Louisiana marshes

By John Hall
New Orleans District

Water flowed through massive metal gates for the first time on March 26 at a ceremony to dedicate the Davis Pond Freshwater Diversion project, 23 miles up the Mississippi River from New Orleans.

The $119.6 million project, the world's largest freshwater diversion project, will reintroduce fresh water, nutrients, and sediment to the salt-threatened Barataria estuary, which stretches south to the Gulf of Mexico.

Louisiana Governor Mike Foster said Davis Pond is "one of the most important projects in the fight against the loss of our coast. It is located in the middle of the area that's experiencing some of the highest rates of land loss in our state.

"The Caernarvon Freshwater Diversion Project shows that these projects do a lot more than reduce salinity – they actually build new marsh," said Foster. "This project should build marsh where we need it most, and is an example of the type of projects we want to focus on as a priority in our nation's conservation agenda."

The Davis Pond Freshwater Diversion project is the largest of its kind in the world. It will reintroduce fresh water, nutrients, and sediments into the Barataria Estuary. (Photo courtesy of New Orleans District)

Key feature. The project's key feature is a reinforced-concrete diversion structure, built into the mainline Mississippi River levee, with four 14-by-14-foot gates. It will divert up to 10,650 cubic feet per second to help restore vanishing wetlands that stretch to the Gulf of Mexico.

Davis Pond is the second major freshwater diversion project built by a partnership of the U.S. Army Corps of Engineers and the Louisiana Department of Natural Resources. The first was the Caernarvon project, opened in 1991 15 miles downriver from New Orleans. It has the capacity to divert up 8,000 cubic feet of fresh water per second.

U.S. Rep. Billy Tauzin of Louisiana said, "Louisiana's coastal wetlands, from fisheries and recreation to the oil and gas industry, have an economic impact of more than $8 billion a year on our state. And yet many of those wetland areas during the years have disappeared before our eyes.

"Today we're cutting not just another ribbon, we're celebrating the rebirth of one of America's most treasured resources," Tauzin said.

Water will flow through a two-mile outflow channel to spread into a ponding area that covers most of the project's 10,084 acres. A far greater area will benefit. The project is expected to preserve 33,000 acres of marsh, and benefit 777,000 acres of marshes and bays, the latter being equal to the land area of Rhode Island.

Environment. Lt. Gen. Robert Flowers, the Chief of Engineers, introduced the Corps' seven Environmental Operating Principles during the ceremony. Davis Pond is a good example, Flowers said, of how the new principles make clear the Corps' commitment to balancing human need, economic growth, and the environment.

"In projects from coast to coast, the Corps already does much that is embodied in these principles," Flowers added. "They make clear the connection between water resources, protection of environmental health, and the security of our country."

Benefits. By improving marsh conditions, Davis Pond is expected to provide average annual benefits of $15 million for fish and wildlife, including $300,000 for recreation. The Barataria estuary is important in making Louisiana's wetlands one of America's most prolific producers of oysters, shrimp, crab, and fish, as well as major habitat for migratory waterfowl, furbearing animals, and alligators.

As an additional benefit, the restoration of the Barataria wetlands will help protect homes and jobs from the destructive force of hurricanes. By absorbing waves, wetlands reduce hurricane storm surges more effectively than open water created by wetland loss. It takes one to three miles of wetlands to reduce a storm surge by one foot.

Oysters will thrive on the salt water/fresh water mix created by the diversion. But the process will push the location of these benefits closer to the sea, while the nearer oyster beds must be relocated or die. A great deal of effort, including up to $7.5 million of project cost, went into oyster relocation, and three lease areas remain to be relocated. The job is expected to be accomplished in several weeks and large-scale diversion can commence.

The Public Works Department of St. Charles Parish will operate Davis Pond under the direction of the Louisiana Department of Natural Resources (DNR). Diversion rates will be based on salinity levels in the Barataria estuary and recommendations made by the Davis Pond Advisory Committee.

Partnership. The 19-member advisory committee has representatives from Louisiana DNR, the Corps, Environmental Protection Agency, National Marine Fisheries Service, U.S. Fish and Wildlife Service, U.S. Natural Resources Conservation Service, Louisiana Department of Environmental Quality, Louisiana Department of Wildlife and Fisheries, Louisiana Department of Health and Hospitals, Barataria-Terrebonne National Estuary Program, St. Charles, Jefferson, Lafourche and Plaquemines parishes (counties), landowners, shrimpers, oyster fishermen, and recreational fishermen.

"While Davis Pond's capacity is almost as large as the annual flow of the Potomac River, which averages 11,900 cubic feet per second, the project's diversions will have minimal effects on water levels in the Mississippi River and the Barataria estuary," said Jack Fredine, the Corps' project manager.

Most of the diversion is expected to occur during the river's high-water season in the first half of the year. But the structure will close when storms and tides are expected to increase stages by more than 1.5 feet in Lakes Cataouatche and Salvador.

At maximum flow, Davis Pond would add three inches of water to Lake Cataouatche, one inch to Lake Salvador, and none to Lake des Allemands.

Mississippi River. As for the diversion's effect on the Mississippi River itself, at maximum rate of diversion, the project removes only 14 cubic feet per thousand from the river. On March 26, the Mississippi's rate of flow was 750,000 cubic feet per second past the Davis Pond structure. If the project had been full open that day (it wasn't), it would have diverted removed only 10,626 cubic feet per second from the river.

In addition to the diversion structure and oyster relocations, the Davis Pond project includes levees along the outflow channel and east and west of the 9,300-acre ponding area, a pumping station for levee-intercepted storm water, a rock weir on the ponding area's border with Lake Cataouatche to the south, and the relocation of six lanes of highway and five sets of railroad tracks.

Costs of the Davis Pond and Caernarvon freshwater diversion projects were shared 75 percent federal and 25 percent state. Construction has not been scheduled for a third federally authorized project, the Bonnet Carré Freshwater Diversion Project, which would be built at the Bonnet Carré Spillway, a Corps flood-control project on the Mississippi's east bank 33 river miles above New Orleans.

CREST

Continued from previous page

so we're gaining in experience."

A second CREST team deployed on March 10. The team spent about a week at Fort Benning, Ga., processing through the CONUS Replacement Center before flying to Camp Doha, Kuwait. The team will be deployed for 120 days.

Field Force Engineering

CREST is one part of a larger effort by the Army Engineer Regiment called Field Force Engineering (FFE). The goal of FFE is to link *all* components of the Regiment (military and civilian) into a seamless whole to provide engineering support to U.S. military forces deployed anywhere in the world, in any military contingency.

Part of the FFE concept is to deploy small teams of civilian experts to augment the USACE Forward Engineer Support Team. USACE and the Army Engineer Regiment (including the U.S. Army Engineer School, the 416th and 412th Engineer Commands) are in the initial phases of implementing FFE. For example, USACE has organized two new support teams besides CREST, the Logistics Support Team (LST) and the Environmental Support Team (ENVST).

Training

Since these small civilian teams must work closely with soldiers under the same field conditions, they need some military training. USACE recently sponsored FFE training for 72 new CREST, LST, and ENVST civilian volunteers March 25-29 at Fort Leonard Wood, Mo.

The training included 2.5 days of soldier common training (protection from chemical attacks, land navigation, first aid, military courtesy, land mine awareness, 9mm pistol familiarization, Leadership Reaction Course, Army 101, etc.), and two days of the specific team skills they will use to support contingency operations.

"The CREST training combined up-to-date handbooks, after-action reports from CREST members currently deployed for Enduring Freedom, and the previous deployment experiences of the four instructors and three of the 19 students," said Lon Larson, a CREST instructor from Omaha District. "The reality of the War on Terrorism, combined with the enthusiasm of all involved, made it a successful experience. Each mission is somewhat the same and yet always different, so we emphasized flexibility and initiative, supported by the knowledge in their handbook and accompanying CD-ROM."

"Several components of the training were beneficial," said Teresa Martinez, a CREST trainee from Savannah District. "The training that stands out is learning the different characteristics of each deployment. Also, a reminder to exercise daily to cope with the strenuous working and living conditions of deployment."

"My favorite training was the hands-on part — finding locations from map coordinates, shooting a 9mm handgun, the obstacle course, and having MREs for lunch," said William Vennemann, a CREST trainee from St. Paul District.

Dam operator Bill Krampe (left) and park ranger Kris Brown talk with Command Sgt. Maj. Robert Dils at Addicks and Barker Reservoirs in Galveston District. (Photo courtesy of Galveston District)

Command Sgt. Maj. Robert Dils talks about the operation and safety program of the Mat Sinking Unit with Duane Laird, Chief of the MSU, in Vicksburg District. (Photo courtesy of Vicksburg District)

Wage grade champ constantly on go

By Bernard Tate
Headquarters

A little more than a year ago, Command Sgt. Maj. Robert Dils received one of the most unusual missions a sergeant major could have…to take care of civilian wage-grade employees throughout the U.S. Army Corps of Engineers.

There is no doubt that the Corps' command sergeant major is 100 percent Army – a straight-backed 31-year veteran, and one of the last of the nuclear soldiers, a group of combat engineers trained to use small atomic weapons. You could lose yourself in his office for awhile looking at all the citations, humorous awards, photos, coins, and other memorabilia.

But the Corps is mostly civilian, and that means that most of Dils' "troops" are civilians. The wage-grade employees did not have a peer champion in Headquarters, so Lt. Gen. Robert Flowers, the Chief of Engineers, assigned Dils the role of wage-grade champion when the new sergeant major came onboard in February 2001.

Since then, Headquarters has not seen much of Dils.

"I spend probably 90 percent of my time traveling, and I try to spend a week in each district," he said. "I've visited most of the districts, all the labs, all the divisions, and many other activities. And I'm going to continue that until the last day I'm here.

Mission. "The Chief's mission to me, as wage-grade champion, was three-fold," Dils continued. "First, to be actively involved in issues pertaining to wage-grade employees. Second, to visit as many of our wage-grade employees as I could everywhere in the world. And three, to carry issues back to the Chief and keep him informed.

"I've been doing that," said Dils. "I've not visited *all* the districts or *all* the projects; that's an almost impossible task. But I'm working on it hard."

Dils sees himself as a communication enabler during these trips.

Problems. "The three principles that the Chief has asked us to stand on are People, Process, and Communication," said Dils. "If you approach the People and the Communication parts properly, then Process will happen. I believe that. It happens in the civilian workforce, and it happens in the uniformed military. There are numerous individual employee concerns where I think we've improved the communication process — people with pay problems, people with benefits problems, things like that.

"I point out to the local leadership when there's an issue," Dils added. "I don't have to solve the issue; the Chief of Engineers doesn't have to solve the issue. The issues can be solved at the lowest possible level, but for some reason there's a problem in the communications process."

Command Sgt. Maj. Robert Dils meets (from left) Larry Watts, Art Rubolino, and Joseph Layden on the dredge *McFarland*. (Photo courtesy of Philadelphia District)

In some cases, the sergeant major is the first person from Headquarters that workers in the field have ever seen.

"The employees I've come in contact with know that they have the Chief's ear," Dils said. "They know they have a competent senior leader who cares what they think, and tries his best to represent their interests. The results of my trips go to the Chief, and only to the Chief, and I think most wage-grade employees appreciate that. It gives the Chief direct access to information without any filters, and it gives him the option to take whatever course of action he wants."

Results. And the sergeant major's efforts have brought results.

"For instance, a number of wage-grade employees who do maintenance work in a district pointed out that we couldn't pay our credit card bills directly from our TDY," Dills said. "In the rest of DoD, when you fill out our travel voucher, you can 'X' a block that tells the Finance Center to pay the credit card company direct. Or to pay half to the credit card company and half to you.

"Well, we didn't have that in USACE, and some of the wage-grade workers brought it to our attention," Dils continued. "We communicated that to the Finance Center, and within 60 days the issue was solved, and we now have it for all employees in USACE.

"There's a crying need for training wage-grade employees – leadership training, human resources and human relations training, and more," said Dils. "That's getting better as a result of opening up the communications process with our employees. Most of our wage-grade employees feel that the GS employees get most of the training funds, most of the attention, most of the awards. After 15 months in this organization, I concur. This year, for the first time, we'll have a Wage-Grade Employee of the Year Board. That idea came from wage-grade workers. The Chief will present that award at the Senior Leaders Conference in August."

Still much to do. Despite the improvements, Dils still sees much to do.

"The bigger issues, the harder issues, are systemic in the federal workers system," he said. "These are issues that will have to handled above the USACE level. For example, you could have 25 different pay scales for deckhands in USACE. A deckhand in Oregon could be paid one rate, a deckhand in Vicksburg paid another rate, and a deckhand in Boston paid a different rate. And there are, unfortunately, glass ceilings in some areas. They're not put there intentionally, but they're there because of the systemic issues in the federal service system. That will take action on USACE's part at a much higher level because that involves Congress, and the Office of Management and Budget, and Department of Labor."

After more than 15 months as wage-grade champion, Dils has formed some clear impressions about the Corps' work force.

Greatest resource. "When I make my visits, I don't just visit wage-grade employees, although they're my particular emphasis," he said. "We have a tremendous group of dedicated employees who love this organization and care about serving the nation, and are proud of their organization and their service. That's our greatest resource; no question about it.

"I sometimes wonder how we retain such good people," Dils continued. "I come away from spending time with a group, and I just don't understand how we do it. It's got to be dedication and love for the organization, because it's not what they're being paid."

And Dils promises that conditions will improve as long as Flowers is Chief of Engineers.

"I see us doing a couple of things better, not solely because of the feedback I provide, although that helps the process," he said. "Training will improve, the morale of our employees will improve, the communications process will improve, we'll be more aware and inclusive of all parts of the organization as a result of what we're doing. And the Chief of Engineers will get some good, honest, down-to-earth feedback from his Command Sergeant Major."

Public Service 2002 Recognition

Honoring Those Who Serve

'Every so often, get away from the desk!'

By Bernard Tate
Headquarters

Bill Brown, the Deputy Director for Military Programs, has some advice for public servants…

"Every so often, get away from the desk! Go out on the ground, talk to people, look at the projects. I think you need a few moments like that to remember when you go back to pushing papers. It helps me stay focused on what it's all about."

Brown has been in public service for 37 years, beginning with two years as a lieutenant in the Army engineers. He came to the U.S. Army Corps of Engineers in 1995; during the interim he worked for Air Force civil engineering.

Bill Brown, Deputy Director of Military Programs.

For Brown "what it's all about" is public service.

"Very simply put, public service is providing a service that benefits your fellow man," said Brown. "Its role in modern society is to help improve the quality of life for everyone. You look at the processes and products and so forth, and in some way make a major contribution where everyone benefits from it, not just an individual.

"Anyone can be a public servant," Brown continued. "I'd like to believe that we *all* ought to a public servant in some way. I think the broader question is, 'Can anyone be an *effective* public servant?' You need a lot of patience; you've got to stay focused; you've got to listen to diverse views. There are pros and cons to everything you do in public service, and you've got to look for a solution for the betterment of the *entire* group, not a particular portion of that group."

And Brown feels that it is easier to keep that perspective if you sometimes get an up-close-and-personal look at the projects you are responsible for.

"I think it's probably easier in the Corps than in other agencies because our products are buildings and infrastructure, giving people better housing or helping them get planes off the runway faster," Brown said. "Those public service moments come when I've been in groundbreaking ceremonies, or in ceremonies when we've turned over house keys to military families. You look at what they were in before, the dilapidated housing, and what they're in now. And those moments make you feel good, because you see the happiness of your customer, the person who benefits directly.

"Then there's the things we've done on the war-fronts, in Vietnam and Operation Desert Shield or the last couple of involvements," Brown continued. "You see how quickly we've taken barren, virgin territory and turned it into virtual cities.

"And more recently in international work," said Brown. "You can see it clearly there because the standard of living in so many countries is so different from the standard of living here. When you watch people, and see how happy they are with what you've done, that is *definitely* a public service moment!

"In the Corps, you have the opportunity to do a lot of those," Brown concluded.

The *Hayward* retrieves wreckage from Flight 587.

NY boat crews served during emergencies

By Vince Elias
New York District

The U.S. Army Corps of Engineers is well known throughout the New York City Harbor. The Caven Point Marine Terminal maintains a small fleet of well-equipped vessels with highly trained crews who are always ready to respond to emergencies.

The terminal has seven floating plants (boats), Physical Support Branch, Survey Section, and the Kill van Kull Channel Deepening Project office. Every minute of every day Caven Point is undertaking a public service.

At certain times the call to public service can be urgent, and the crews respond to incidents quickly, professionally, and with nothing less than getting the job done.

"From the terrorist attack on the World Trade Center, to the crash of Flight 587 in Queens, to the crash of Flight 800 over Long Island, to the everyday act of removing debris and hazards from waterways, to conducting hydrographic surveys throughout the area, this is what we're about," said Tim LaFontaine, master tug supervisor.

When notification is received that assistance is needed, the Corps presence and effectiveness have minimized a critical situation or even ended the situation altogether.

In the past months, the attack on the World Trade Center and the crash of flight 587 totally encompassed the definition of public service during a critical situation.

"Every assignment is critical to someone, someplace, and at sometime," said LaFontaine. "That's how we look at it, and that's how it is. You report aboard your vessel, you let the lines go, and proceed to the scene. Adrenaline is pumping and you're anticipating what you're going to be called upon to do. At this point, your training comes in, the condition of the vessel, the equipment you have. It all comes together."

"There hasn't been a day since 1972 when I didn't know that my job and all other team members at Caven Point were critical to the metro area," said Rich Bulvid, master of the *Driftmaster*.

"A public service moment is any time the vessel is underway," said Brian Aballo, master of the *Hayward*. "We're there to provide a service to the public. On Sept. 11, 2001, and again on Nov. 12, 2001, we were called on to perform historic public service. I realized this job was critical when we arrived at the Battery seawall on Sept. 11 and transported hundreds of terrified people to safety. On Nov. 12, we got the task of retrieving the tail section of Flight 587. Extreme care had to be taken not to cause any damage which may have altered the evidence."

"During Sept. 11, I realized my job was critical when the firetrucks and fireboats fighting fires and saving lives started to run out of fuel, and they had no way to get fuel to them due to all the fire hoses spread around," said Anthony Hans, chief engineer of the *Hayward*.

The *Hayward's* engineers pumped fuel oil to the fireboats and to five-gallon buckets so the trucks and boats could keep doing their job. "Without transferring fuel oil to them, even more serious problems would have happened," said Hans.

The *Hocking* motors toward Manhattan on Sept. 11.

Any time the services of the crew and vessels of Caven Point are required, New York City and its people benefit from their hard work and dedicated efforts. It is what the Corps boat crews do every day.

On Sept. 11, Richard Gaudreau, master of the *Gelberman*, realized his job was critical when the U.S. Coast Guard put out a broadcast requesting all vessels to go to the seawall in lower Manhattan to evacuate people.

"After that, it was apparent that all our jobs were critical, which included fueling the fire trucks, to bringing personnel, equipment and supplies to the scene," said Gaudreau. "For Flight 587, I realized our job was critical when we got on the scene and proceeded to Jamaica Bay where we retrieved the tail section of the plane."

Bill Lyness is a small craft operator on the *Hatton*. Lyness used his extensive background with the Coast Guard search and rescue on Sept. 11.

"A public service moment is anytime our services are needed and given to our customers, the public, and the maritime community. Every day!" said Lyness.

On Sept. 11, the *Hatton* was the first Corps vessel dispatched to the scene. Lyness became on-scene coordinator for the Corps vessels in the early stages of the personnel rescue at the World Trade Center.

"I realized as we got underway, as the second tower collapsed, that this mission would be like no other in American history," said Lyness. "I was directed to assess the situation at the World Trade Center and send a situational report to Alan Dorfman, the chief of Physical Support Branch. Halfway to the scene, I requested that all Corps vessels get underway to effect this rescue."

As the rescue began, Lyness was communications liaison with the Coast Guard.

Upon receiving a call from LaFontaine on Nov. 12 to respond to Flight 587 at home, Lyness monitored the news enroute to the scene, where he realized that parts of aircraft had fallen into Jamaica Bay.

"With the unique lifting capabilities on our drift collection vessels, I knew our role in the recovery would be paramount," said Lyness.

Good character is the key to public service

By Bernard Tate
Headquarters

A man with 61 years of experience in the U.S. Army Corps of Engineers knows something about public service.

"Anyone can be a public servant, but I think the responsibilities and duties put upon you demand that you be a *good* one," said John Brigance. He retired Feb. 19 after 61 years with the U.S. Army Corps of Engineers.

John Brigance retired after 61 years with the Corps of Engineers.

"Anyone can be a public servant, but you must have an unblemished character to be a good one."

Character is a recurring theme for Brigance, who spent his entire career in the contracting field, and all of it in Southwestern Division.

"In my field, you had to have the confidence of those you came in contact with, so I've learned that public service demands that extra step in honesty and trustworthiness," he said. "It is that integrity that is primary to you being a quality public servant. You have to be extra cautious that your conduct is above reproach."

That sterling attitude carried over into Brigance's work ethic.

"I never felt that the work was just for the dollars," he said. "Whatever the job demanded in extra effort from me, I did it. I never felt I should work just a set number of hours for a set number of dollars. I always did whatever it took, because of the importance of the job, and because of its connectedness with the other work we were doing, and the work we would do in the future."

The knowledge of the greater importance of his work was another driving force for Brigance.

"I certainly felt the responsibility of some of the jobs I worked on, especially the clean-up after Hurricane Celia in Corpus Christi, Texas, in 1970," he said. "I knew it was very important for me to do my job quickly and do it right because of its importance to the town and to the area.

"You just always carry in your head that what you're doing is a genuine responsibility," Brigance concluded.

Can only one person make a difference?

By Jennifer Gonzalez
South Pacific Division

If each of us is only one person, living in an overpopulated world, can our actions make a difference? Sunday Pearson is positive that her public service can and will make a difference in someone's life. In fact, making a difference is the driving force behind her belief in, and need to, provide public service.

One of Pearson's most notable public service achievements is managing Sacramento District's Annual Christmas Party for Homeless Children, which recently celebrated its 11th year. This event gives less fortunate children a chance to escape their daily reality, and enjoy a carefree, fun day. During the party the children experience many activities including face painting, Christmas cookie decorating, a visit from Santa, and a variety of food.

Sunday Pearson.

These activities, and the food, are successes thanks to the many district employees who volunteer. Many employees spend the entire day at the party, and many even donate money throughout the year to a special fund at a local credit union. Those who are involved in the party receive the best gift of all — a little Christmas magic felt by the kids.

Pearson works in Sacramento District's Real Estate Division as a Supervisory Realty Specialist. Her office is responsible for the district's budget/manpower, and is also responsible for mapping the Sacramento area's rivers and levees.

Pearson's public service is unique because of her ability to combine it with representing the U.S. Army Corps of Engineers. The Christmas party is one example. She and her husband, Tore Pearson (also a Sacramento District employee) also serve food at a local mission on the second Friday of each month. Not only do they serve food, they also donate some of it. They arrive with about 120 individual cartons of milk, and 120 ice cream sandwiches. Although they do all the work and the donations themselves, they do not register under their names, but instead register as the Corps of Engineers.

So Pearson's public service has been invaluable not only to the lives she touches, but also to the Corps, Sacramento District, and to her personally. Retirement is in her near future, but when Pearson leaves the Corps her public service legacy will hopefully remain, and spark further interest in helping others.

After all, one person *can* make a difference, right?

Public service is a way of life

By Angela Dickson
Construction Engineering Research Laboratory

Public service is not just a hobby, but a way for life for Michele Cooper, of the Construction Engineering Research Laboratory (CERL); a way of life she takes very seriously. During her 33-year career at CERL Cooper has spent 25 of those pursuing additional community service activities.

Michele Cooper with Chris Richardson, an intern in the Outreach Program.

Cooper, CERL's Equal Employment Opportunity Manager, believes that public service is simply "helping others in any way that you can."

She has served on the Urbana Human Relations Commission and has done extensive work with the National Association for the Advancement of Colored People (NAACP), serving as both a Champaign County and State of Illinois Youth Advisor.

As a NAACP member, she helped re-institute the NAACP's Youth Council in 1993, which had not been active since the early 1970s. Her goal was to address the negative publicity surrounding young African-Americans. She says, "you need to catch them while they are young and help make a positive contribution to their lives."

She has also participated in Champaign's Study Circle Group, which are citizens who meet to discuss racial issues and suggest ways to improve overall race relations.

Currently, she is a member of the NAACP Labor and Industry Committee, a member of the Marilyn Quellar Day Care Center Board of Directors (a day-care center for low-income families), a mentor at "A Womans' Place" (a shelter for abused women), a charter member of the Champaign-Urbana Black Community National Council of Negro Women, a member of the Champaign-Urbana Black Community Network, and a mentor in the One-to-One mentoring program, sponsored by the Champaign-Urbana School District.

With all this involvement, the activity that is "near and dear to my heart" is being on the board of directors of 1st String, which provides sports and other recreational activities for disadvantaged youth in the local area. "One of the most rewarding experiences has been the opportunity to see this organization grow and develop during the years, and witness the excitement that accompanies these disadvantaged kids when given the chance to do things that they otherwise could not," she explains.

Cooper believes that all it takes to be a good public servant is a positive attitude, a sincere desire to help people, and the willingness to give the time. She has touched the lives of many people. She continues to receive correspondence from former participants in CERL-sponsored and other community outreach programs to report their successes.

She said "It's great to have impacted their lives in some positive way and to see their tremendous achievements."

Engineer serves on town council

By Alicia Gregory
Charleston District

Many Corps employees are committed to making a difference. Whether they fight floods in the Midwest or provide hydrographic data to the drought-stricken, our team members impact communities throughout the world.

But for Mark Phillips, a project engineer in Charleston District's Low Country Resident Office, public service does not stop with his job at the Corps. Phillips, a 31-year Corps veteran, has spent the past 16 years serving his local community as a councilman for the city of Goose Creek, S.C. He was recently re-elected to his fifth consecutive four-year team.

Like many public servants, Phillips started out small, working as a committee member on his son's elementary school's improvement council. The principal, who also happened to be mayor of Goose Creek, encouraged Phillips to run for city council.

"I had mixed emotions about running," said Phillips. "I filed to run, but when I realized how much work an election campaign would be, I seriously thought about withdrawing my name."

Although Phillips stays out of the daily operation of the city government, leaving that to the city employees, he is an active participant in deciding what direction the organization should take.

Phillip's promise "to steer, not row" is how he deals with the issues involved in his role as a city councilman. In fact, it *must* be with his busy schedule, and he said the system works best when policymakers function this way.

The council meets once a week on average, which includes scheduled monthly meetings, workshops, and various other functions. He also gets calls from his constituents on a variety of matters.

"There's an unlimited amount of stuff to do," said Phillips. "You have to pick and choose what's most important."

Besides his work as a city councilman, Phillips has served as either the president or board member for the past 12 years at the local food pantry — one of the largest

direct-distributor food pantries in the Charleston area.

Although his work in the community and with the Corps may seem different, they actually complement each other, according to Phillips.

"As a public official, and in my role as a project engineer, I had to develop a sense for finding out what people *really* want since sometimes they don't always know or convey their desires," he said. "Several years ago my engineering experience played a role in influencing the other council members that we needed a city engineer, which we didn't have when I first started on the city council. The council members also frequently defer engineering questions to me."

Mark Phillips.

And his Corps connection has helped the city in other ways.

"After Hurricane Hugo, I realized the city didn't have an emergency operations plan," said Phillips. "I asked the district's emergency manager if we could use the Corps emergency operations plan, then gave the city staff a copy of the plan as an example." He also lobbied for an emergency operations center, similar to the Corps design, to be added to the specifications of their new city hall.

"Public service is essential because there are so many important things that the private sector doesn't pick up on that would otherwise go undone," said Phillips. He said this was mostly because many people in the business world don't see any profit in it, or that it would be inappropriate for them to do certain tasks.

He said that his work for the Corps, especially his part in emergency operations, made him realize the importance of public service.

"Corps employees are able to shift gears at a moment's notice in response to any emergency," said Phillips. "We're uniquely qualified to assess the situation and respond appropriately."

But not everyone can be a public servant, according to Phillips. "You have to have a commitment and be willing to give a lot. Some people aren't willing to do what needs to be done, and often the rewards are fairly intangible. You have to derive personal satisfaction out of what you are doing. People may judge, criticize, and question your motives. You have to take that and not let it become personal. It's just part of the job.

"In my community involvement, when I mention that I work for the Corps of Engineers, the response is almost always positive and that feels good," said Phillips. "The Corps serves the public well, and I know if it's not me out there, it's someone like me doing what needs to be done."

Does he ever have a bad day?

By Julie Park
Far East District

How can a person be so happy and jolly all the time?

This is the question you ask yourself when you meet Mr. Chris Vaia, an engineering technician in GeoTech Branch in Far East District (FED).

Does this man ever have a bad day? Does he ever frown? Apparently not. After a short conversation with him, Vaia cheers you up with his enthusiasm about life and makes you believe that it is a wonderful world.

Around FED, everyone knows Vaia. Everyone knows him for his warm smile and his volunteer work, and if you get a chance to know him a little better, you will get to know his animal balloons.

Most of Vaia's volunteer work is with chaplains. Vaia contacts any of the chaplains in the Second Infantry Division, Camp Humphreys, or Osan Air Base area and joins their volunteer activity for the weekend. He may visit an orphanage, a nursing home, or a children's home.

"Many of the kids in the children's homes are from dysfunctional families," said Vaia. "These kids can't be adopted because in Korea both the parents must give up their rights to the child, and that's rare. So these kids are left there with desperate needs for human contacts and care."

Some of the kids are emotionally scarred from their previous experiences and are very defensive to meeting new people. So, how do these kids react to a stranger, let alone a foreigner, when they see Vaia?

"Some kids need time and you need to let them come to you," he said, with a sparkle in his eye. "And sometimes all they need is just a warm smile. In general, kids warm up to me faster than to other Korean volunteers because I have balloons in my hands. Also, it doesn't hurt to speak English. All Korean people love to learn English."

Vaia learned to make animal balloons about 10 years ago from a 12-year old mission boy named Micah. Since then, Vaia mastered the skill and uses it to break the ice and cheer kids up during his visits.

The old balloon trick even works when he visits nursing homes. Old ladies and gentlemen at nursing homes remember Vaia for his balloons and welcome him back with a phrase that this 55-year-old, kid-at-heart, loves to hear. *"Here comes the young man!"*

Vaia says that one bonus for visiting nursing homes is that he is the youngest among them.

Vaia even took balloons when he went to China on vacation. He took 500 balloons and gave all of them away at a park he visited during his tour. The man just cannot stop pleasing people.

Vaia started his volunteer work about 10 years ago while working in Camp Zama, Japan. They say that sometimes something good can come from something bad, and that's what happened. Vaia lost his 13-year-old daughter Jenny to an asthma attack.

Chris Vaia.

That was when Vaia and his family decided to build the "Jenny Vaia Friendship Bridge" to honor her memory. The "bridge" was built for conciliation; it symbolizes overcoming all discriminations that exist in the world, such as sex, race, and age.

"I don't think it's an accident that I'm here in Korea working for the U.S. Army Corps of Engineers where I can build things for people and help the needy in Korea," said Vaia. "I believe love is the ability to satisfy the need of another human. I like to think that I'm imitating Jesus and helping others in His name."

Vaia's first volunteer work was with the American Red Cross (ARC) in Germany where he offered his technical expertise in training classes and used his outgoing personality to promote their services. His tie with ARC continues as a eight-year volunteer for the ARC in Korea.

Vaia is also the FED liaison for Habitat for Humanity (HFH), which builds safe, decent homes for the needy throughout the world.

"My involvement with HFH last year was truly a rewarding experience and it has reassured the goodness of men and women when they willingly allow themselves to help the ones in need," said Vaia. "It really made me cry with joy."

Where does Vaia see himself in 10 years?

"I think I'll be doing full-time mission work, maybe with an organization called Mercy Ships, which provides free medical care to people at any port where they dock," said Vaia. "Also, I'm hoping to get VIP treatment from the nursing homes I volunteer at when it's time for me to live at one."

Public service is a personal duty

By Judy Marsicano
Fort Worth District

Park ranger James Murphy believes it is his personal duty to take the time to welcome each visitor to Fort Worth District's Bardwell Lake. Sometimes it is not possible to meet each and every guest at the lake, but you can bet that if visitors stay at least three or four days, he will make it a priority to stop by their campsites for a visit.

Murphy takes pride in the fact that each contract gate attendant at the lake receives training in customer service, and is encouraged to maintain friendly yet professional relationships with customers. It is not uncommon to find some customers on a first-name basis with gate attendants, and with most of the ranger staff.

James Murphy.

A volunteer boating education instructor with Texas Parks and Wildlife Boating Education Division, Murphy became an area chief in 2001.

As an instructor, he provides training and materials for elementary school teachers, and has conducted workshops for teachers who are interested in promoting water safety to their students.

In the past, Corps rangers conducted hundreds of water safety presentations for local schools. Now, through this program, rangers can provide the training and materials so teachers can conduct these presentations when student schedules allow.

Murphy recently received training in a new Texas Parks and Wildlife program, the Texas Junior Boaters Program, which will introduce youth to benefits and responsibilities of safe boating.

For the past three years, Murphy has invited members of the U.S. Coast Guard Auxiliary Flotilla 51 at the district's Joe Pool Lake to conduct no penalty marine inspections at boat ramps. Management has agreed to waive boat ramp fees in exchange for completing a marine safety inspection. This program has been successful, and members of the public look forward to this event.

Murphy and his wife, Sarife, regularly develop much-needed bilingual water safety flyers that are distributed to every day-use visitor at Bardwell Lake. The flyer has warning messages that alert customers to the potential hazards of water related recreation activities.

The Murphys also participated in the Southwestern Division Citation Authority training session held last year. Because so many of the visitors to Corps lakes in Texas are non-English speaking, the Murphys help train rangers using various scenarios that they might encounter while on duty.

Murphy and his wife have also been active in the Texas Archeological Society, assisting with surveys of several archeological sites at the lake. They plan to attend field school at the Gault site in Central Texas.

During the years, Murphy has built strong working relationships with many local civic groups and organizations. He works closely with them throughout the year, promoting the lake through events such as the spring cleanup and National Public Lands Day. Volunteers come from the Boy Scouts, Girl Scouts, Explorers, and church youth groups.

Murphy also works with local agencies in the area. An annual meeting with attendees from law enforcement agencies, public municipalities, regulatory agencies, water districts, and public safety agencies helps explain lake operating procedures, and promotes an open forum for an information exchange between agencies.

Don't judge a public servant by appearance

By Mindy Anderson
Savannah District

Have you ever judged someone by his or her appearance?

Who hasn't, right?

Well, the next time you see a man with hair longer than what is socially acceptable, don't be too hasty with your judgment, because that long-haired hippie just may be planning to donate that mop for a worthy cause.

Donating whatever he can — hair, time, or blood is a way of life for Tom Stocum, a hydroelectric powerplant shift operator at the Thurmond Project.

This day he's donating hair.

"It's one of the few body parts I can give away while I'm still alive," said Stocum, who drove 15 miles from his home in Edgeville County, Ga., to the Second to Nature Boutique in Augusta, Ga., to make the donation.

Tom Stocum before donating his hair to Locks of Love.

Once in the boutique, Stocum cracked a few jokes and laughed nervously as he took a seat in the barber's chair while checking out his surroundings. Stocum noted the more than 50 displayed wigs, three baskets of caps, six bins of multicolored scarves, and four bins of turbans. He saw the impact his donation will have, and a feeling of satisfaction came to him as he realized how powerful his gift would be in someone's life.

The 30-year Corps veteran gazed into the mirror at the hair he had been growing for years. Master cosmetologist Linda Wharton began separated his hair into four eight-inch braids. She secured each with a rubber band and then, without warning, Stocum heard the first *"sssnip!,"* then another. Two *"ssnips!"* later, it was over.

"Well, it's gone," he said, laughing. "I don't think my wife will recognize me. My hair hasn't been this short since I was in high school, and I think it's only the second time that my hair's been shorter than my wife's."

Stocum donated his hair to Locks of Love, a not-for-profit organization that provides hairpieces to financially disadvantaged children 18 years old and younger who have medical hair loss (chemotherapy, etc). The organization asks for a minimum of 10 inches because 80 percent of the children Locks of Love helps are girls, and they want long hair.

"We can still use Stocum's hair even though it's not the preferred length," said Wharton. "It will either be used for a little boy's wig, or it can be sold to help offset the at-cost manufacturing of hairpieces for children."

If Stocum's gift of hair enriches lives, his gift of blood *saves* lives.

Tom Stocum goes "under the knife" with master cosmetologist Linda Wharton.

"I've been donating blood since 1972, and apheresis since 1982," said Stocum. "I quit counting my platelets donation at 100 doses."

According to the American Red Cross website, the apheresis donation is an automated blood donation process that takes about two hours. An apheresis machine separates the blood components and collects the platelets (red blood cells). Remaining blood components (plasma, etc) go back into the donor along with replacement fluids.

Stocum said there are many things everyone can do to help others, things that take little time.

"It makes me feel useful to donate and it's a necessary service," he said. "Donating platelets not only helps cancer patients, but people having surgery as well. My Mom died of cancer in 1979 and that was one of the motivators in my beginning to donate platelets.

"I hope donating my hair will make a child feel better about himself and that it will give him the confidence to go outside," he said. "I have two daughters and three grandchildren and I can only imagine what it would be like to have a child with cancer or medical hair loss."

Tom Stocum after donating his hair.

Stocum's family is proud of his commitment to help others.

"They're supportive and think what I'm doing is great," he said. "In fact my youngest daughter, Amanda, is considering donating her hair as well."

Stocum's wife, Sandy, was supportive, but eager for him to get a haircut.

"It's made life interesting, to say the least," said Sandy. "In fact, our daughter, Amanda, was married Sept. 1, and Stocum looked like anything but 'the father of the bride.'

"I'm proud of him, but this isn't out of character for him at all," she added. "He's the type of person who does things daily to help people. If he thinks it's helpful and will help someone in need, he'll do it. This is just his normal, everyday personality."

For more information about Locks of Love, call Second to Nature at (706) 774-4142, or visit their website at www.locksoflove.com

The role of public service has changed

By Bernard Tate
Headquarters

There was one bright spot for Dr. Lewis "Ed" Link during the tragic terrorist attacks on Sept. 11.

"In the 9-11 attack on the Pentagon, the results of our research saved lives," said Link, who retired May 3 as the Director of Research and Development. The jetliner struck the "wedge" of the Pentagon that had been renovated following Corps guidelines. The steel and kevlar reinforcement kept the plane from blasting all the way through that "wedge," and kept the top three floors from collapsing immediately, allowing more people to escape.

"It's terrible to see something like that happen, but it's a good feeling to have played some small role in a positive aspect of that event."

Dr. Ed Link, Director of Research and Development, retired after 34 years with the Corps.

There have been other moments in his career when Link, a 34-year veteran with the U.S. Army Corps of Engineers, saw tangible results of his work.

"Another more obscure event was the rescue of Dr. Jerri Nielsen in 1999 from the South Pole," Link added. Nielsen wrote her story in the recent best seller *Icebound.* "The Cold Regions Research and Engineering Laboratory played a role in the planning which allowed the ski-equipped C-130 transport aircraft to reach the South Pole in the middle of the Antarctic winter."

During his career, Link saw the role of public service change, and these two incidents illustrate those changes.

"The role of public service is changing quite a bit, in the sense that originally public servants were caretakers of the functions of the government," said Link. "I think more and more the role of the public servant is to become proactive, looking at the best interest of the public not only in the current time-frame, but also attempting to anticipate what will be necessary for the government to support the public in the future."

Doing that is part of what kept Link going for 34 years. He worked his way up at almost every level of the Corps from entry-level engineer to Senior Executive Service.

"One reason that I've always enjoyed being part of the Corps and being a public servant is that any decision I make and anything that I do is based on a clear perspective of what's good for the public and the government," Like said. "The decision doesn't have to be clouded by a profit motive; it doesn't have to be clouded by a narrow interest. It can be based on a broad goal of what's important to society. It's kinda nice to go to sleep at night with that in mind."

Honoring Those Who Serve

Public Service 2002 Recognition

Corps fixes Army powerplant in Alaska

By Pat Richardson
Alaska District

When the power plant that heats and lights an Army post which houses almost 10,000 people in a subarctic climate starts having major outages, something has to be done. That situation faced U.S. Army Alaska in 1992.

The Fort Wainwright Central Heating and Power Plant was 50 years old, required extensive repairs, burned coal, and violated numerous Occupational Safety and Health Association (OSHA) and Clean Air Act standards. U.S. Army Alaska needed to decide whether to repair, build new, or sell.

The first step was a study to examine options and recommend the best long-term solution for providing heat and power to Fort Wainwright. The Army hired Raytheon Corporation, and in August 1996 the consultant presented study findings, advising the Army and Congressional representatives to retain ownership and repair the plant.

Raytheon said that no one was interested in buying a power plant that required millions of dollars for repairs, and indicated that building a new coal-fired plant would be difficult for numerous reasons.

The plant burns about 95,000 tons of coal a year at an annual cost of just over $9 million. The power plant produces steam for both electrical generation and heat to all facilities on Fort Wainwright.

The Army followed the consultant's advice and hired its engineering and construction component, Alaska District, to repair the power plant. The district issued a contract to ZBA, Inc., an architectural-engineering firm, for study and design work that was done in fiscal years 1997 through 2000.

U.S. Army Alaska divided the huge project into four construction contracts. When all work is completed in 2005, particulate emissions will be filtered before entering the atmosphere, and waste heat will be eliminated safely.

The heating and power plant at Fort Wainwright is wreathed in vapor on cold mornings. (Photo courtesy of Alaska District)

Boilers and systems upgrade

Alaska District awarded the first construction contract, to repair the boilers and the coal and ash handling systems, for $29 million in September 2000 to Alaska Mechanical, Inc.

The power plant was built in the late 1940s and early 1950s. The original plant had two operating boilers and generators. In the 1950s six boilers were added to the plant, and the original two were taken out of service. The boilers are currently operated at only 60 percent capacity to minimize particulate emissions. Consequently, more boilers must be put on line at the same time to meet the load.

The current project will repair the six operating boilers and other support systems, except the turbines and main electrical systems. Repairs and renovation are underway on the boilers, the coal and automated ash handling systems, the continuous and intermittent blow-down systems, the steam lines, boiler feed-water, condensate handling and treatment systems, the make-up water, the auxiliary cooling water, the auxiliary electric, and the controls. Up-to-date controls will automate plant operation.

This project also fixes the problem of interior coal and ash dust to bring the plant into compliance with OSHA requirements. For 50 years the plant ran open conveyors of coal from the stockpiles to the boilers. Dust was often so thick inside the plant that workers couldn't see more than several yards. This project encloses the conveyors and installs a vacuum system to remove coal dust.

The contractor mobilized in February 2001. A partnering session was held in March with all major players in the project, including the design firm, the contractor, subcontractors, power plant personnel, the Army's Department of Public Works, and Alaska District. By July construction was underway on piping systems, dust collection systems, coal conveying systems, and boiler repairs.

As work progressed, additional requirements were uncovered. For example, when the boilers were dismantled, interior damage was worse than anticipated. Congress and the Army increased the contract to $45 million. But as the project progresses, additional damage and unforeseen conditions in interrelated systems is encountered (mostly associated with deferred maintenance), and is requiring additional money.

This contract will be completed in December 2003 or early 2004.

Baghouse

The emission reduction facility (baghouse) project will bring the power plant into compliance with Clean Air Act requirements. This project will install six new full-stream baghouses, one for each boiler, in a new building beside the power plant.

The 40-foot-high baghouses function like big vacuum cleaner bags. Each bag is about nine inches in diameter and 15 feet long. The boiler exhaust will flow through the bags and filter particulates from the exhaust stream before emissions are released into the atmosphere. Each baghouse will contain five modules of 220 bags each. The $25 million baghouse project was awarded in April, with completion planned for fall of 2004.

Cooling system

The third project is the cooling system. Steam, generated in the boilers at high temperatures and pressures, turns turbines to generate electricity. After all the turning energy is removed from the steam, it condenses back into hot water.

In the past, the hot water was discharged into an outdoor cooling pond where it cools in the cold Alaska air. As the water cools, some evaporates. In fall, winter, and spring the cool moist air above the pond turns to fog and, when wind conditions are just right, can drift across Richardson Highway as a thick blanket. Enough heat is dumped into the pond that even in the coldest winter it doesn't freeze entirely.

This project will build coolers similar to car radiators. The radiator systems will take all the useable low pressure waste steam from the turbines, pump it through the closed system, condense the steam, and discharge waste heat (without moisture) into the atmosphere, then return the condensate back to the plant where it enters the boilers again. This eliminates all the heat currently discharged to the cooling pond.

The design/build contract for the cooling system project will be awarded in September. The design phase of the project will run from October until May 2003, and the construction phase will be between June 2003 and June 2005.

Miscellaneous

U.S. Army Alaska commissioned a study by ZBA, Inc. to see if a fourth project for additional repairs is required. The study will be completed in June. The fourth project would fix anything not covered by the first three projects. Additional work on electrical systems might fall into this category.

Importance

If the Fort Wainwright Central Heating and Power Plant broke down during the coldest part of winter, the post would be evacuated because the plant is the installation's source of heat.

The post is home to 4,378 personnel, and more than 5,600 family members. Facilities on post also support about 642 Army retirees, 710 Army civilian employees, and 841 non-Army civilians. Support services include the headquarters for Bassett Army Hospital, the Cold Region Training Center, the Northern Warfare Training Center and the Fairbanks Office of Cold Regions Research and Engineering Laboratory.

The Army has about nine million square feet of structures on the main post, which covers 13,530 acres. If the power plant went down, utilities would freeze throughout 36 miles of utilidor. It would cost $1,000 per foot times 36 miles ($200 million) to repair freeze-damaged utility lines. This figure does not include the cost of fixing utility damage inside the buildings, or of moving all families off Fort Wainwright.

Challenges

A critical situation developed last October when the new coal handling system was tested. Significant problems with coal sizing and metering became apparent and the system would not operate correctly. The post had less than seven days of coal left while temporary solutions were identified and installed.

At Alaska District's request, the contractor put on a night shift to help with unloading coal to build up the stockpiles, and to sort out the system's problems.

A permanent solution, revision of the coal conveying and hopper system to allow it to handle variations in the size of coal delivered to the power plant, could add another $2 million to the project.

Safety

The power plant must continue operating during construction. When parts of the plant's main systems are taken offline, outages are kept to an absolute minimum. At no time will the plant be taken completely down.

When the baghouse and the cooling system projects are awarded, there may be three prime contractors working inside the power plant. In addition, there are 50 people required to operate and maintain the plant, plus the Corps' construction personnel.

"Work on boilers is time sensitive and time critical," said John Malechas, the Alaska District's project manager. "It is a challenging and difficult situation to keep the plant operational with all the contractors working with each other in a potentially dangerous environment of high pressure lines and hot temperatures. The plant also has high voltage electrical systems that are dangerous."

"Safety has to be the number one priority," said Phil Salmon, the Alaska District's resident engineer and administrative contracting officer.

10 Years Ago

Corps responds to strange flood

By Karla Bullett
Chicago District

April 13, 1992. What began as a typical Monday quickly became anything but for many in Chicago. On that day, the Chicago River broke into underground tunnels, flooding basements throughout the city's downtown area.

"I can still see the look on the DE's face (then Lt. Col. Randall Inouye) when I told him the phones were ringing off the hook with media calls asking if the Corps had been called to assist with flooding in the Loop," said Carol Massar, former Public Affairs Officer of Chicago District. "He looked incredulously at me, then out the window, and said 'Flooding? In the Loop? Carol, It's not even raining out there!'"

About the tunnels

The freight tunnels were originally built for coal delivery to downtown buildings. After coal delivery ended, trucks delivered merchandise to downtown stores via the freight tunnels, unloading merchandise at a tunnel entry onto hoppers or flat beds that carried it to the stores. By the time of the flood, the tunnels were used for electrical and cable television lines.

Breach and flooding

The freight tunnels run under downtown Chicago, crossing under the river numerous times. Months before, a work crew driving new pilings near the Kinzie Street bridge accidentally drove them too close to the top of the freight tunnel, cracking the tunnel. With the passage of time, the crack got bigger, finally big enough for water from the Chicago River to seep into the tunnel.

"My dad called me at 10:15 a.m. to tell me about flooding in the tunnels," said Chester Szmurlo, a structural engineer with the district at the time. "I didn't recognize it as serious until he called back and mentioned a vortex in the river. *That* got my attention! I rushed to the Kinzie Street bridge with Steve Ebben, Eddie Johnson, and Roger Perk and, sure enough, we saw a four-inch air column inside a vortex in the river.

"At the time there was nobody around except a couple of radio newsmen trying to interview a city Streets and Sanitation employee," said Szmurlo. "Just a few hours later the entire area was cordoned off and swamped with emergency equipment and personnel, along with a flock of television helicopters overhead."

The city called Chicago District that morning. Engineers Dave Hunter and Paul Mohrhardt attended meetings with the city where possible causes of the flooding, the size of the hole, and possible solutions were discussed. Almost a week later, the Federal Emergency Management Agency (FEMA) officially tasked the U.S. Army Corps of Engineers with finding a solution and fixing the problem.

Corps response

Hunter, then Assistant Chief of Engineering Division, was acting division chief that day. "At 8 a.m. on Monday morning, Lt. Col. Inouye came to my desk and said that the city had called to announce that the North Branch Chicago River was leaking into the tunnel system, and I was to assemble a team to go to the Fire Commissioner's office for a briefing. Fortunately for them, the city had (John) Kenny at the briefing." (Kenny Construction became the prime contractor on the tunnel repairs.)

Hunter, Szmurlo, and Utpal Bhattacharya attended the meeting.

"The city suggested that the Chicago River be emptied through the Corps' downstream locks," Hunter said.

Chicago District personnel and contractors install a pump during the Chicago flood of 1992. (Photo from the Digital Visual Library)

"We expressed concern that unbalanced hydrostatic pressures from drawing the river down significantly could damage structures all along the river. Also, vital industrial water intakes might be left sucking air.

"The city also outlined options for sealing the breach including dumping stone and gravel at the vortex, driving piles through the tunnel at the river banks, and building a sheet pile cofferdam around the breach," Hunter continued. "We thought that driving piles through the tunnel would not seal it well and could worsen the problem, and that a cofferdam would take too long and maybe hit something else. Their idea of capping the breach with gravel and concrete had the most merit."

Once it became apparent that a quick fix was not going to happen, the city set up an Emergency Operations Center (EOC) in an old library near North Orleans Street. The Corps, FEMA, and other agencies occupied the building, setting up their own command centers. The Corps also brought in officers and public affairs staff from other districts, and set up a 24-hour work schedule for crews.

Inouye and Brig. Gen. Russell Fuhrman, North Central Division Commander, held media briefings twice a day. It seemed that no matter how much information was provided, it was never enough. The added frustration of trying to explain the problem and the search for a solution to non-engineers, which took time away from the search for the answer, also frayed the nerves of both media and engineers at times.

A solution

A solution was finally found. Bulkheads were installed on both sides of the breach to stop water from traveling through the tunnel into buildings. But then we had to decide how to get all the standing water out of the tunnel system, and where to put it.

Pumps were placed at strategic points around the Loop and water slowly pumped out of the tunnels into the uncompleted Deep Tunnel project.

Businesses were simultaneously pumping out their basements. This caused uneven water pressure, which could have caused cracks in the newly installed bulkheads and original breach. Businesses were ordered to stop pumping for the first 48 hours until the concrete bulkheads had set enough to withstand the pressure from pumping.

The only pumps operating were installed and manned by the Corps. Water never dropped more than two inches per hour, with pumps across the Loop constantly monitored and adjusted. The water level was reduced slowly to ensure that groundwater levels and isolated pockets of water inside structures would go down at the same rate. This helped alleviate uneven hydrostatic pressures that could cause structural damage.

Meeting the mayor

Just after the third and last tunnel leg on Canal Street was sealed with sandbags and gravel to snuff out the water flow, Szmurlo saw Mayor Daley at the flood site.

"I walked over to the deserted Kinzie Street bridge to check on the vortex," he said. "For the first time in days the water surface was calm. Walking back to the plug site, I passed the mayor who was watching alone in the gray drizzle, and I mentioned that the vortex had disappeared. He took a deep breath and let it out slowly. 'That's good,' he said. It was maybe the first good news he'd had since this debacle began."

The flood caused an estimated $300 million in insurance claims from businesses in the Loop.

Teamwork and success

In June 1992, Chicago District turned over the project to Chicago. The city installed bulkheads throughout the system to ensure another tunnel flood won't occur, or at least would be limited.

Everyone who remembered the tunnel flood mentioned teamwork.

Hunter recalls, "Chicago District demonstrated its ability to respond to the most unusual flood in the nation's history with in-house personnel and Corps-wide resources that came in. The cooperation we developed with the city and Kenny Construction and other contractors in a limited time is exemplary. Lt. Col. Inouye did an extraordinary job representing the Corps and the district to the media and congressional representatives."

Joe Jacobazzi remembers, "The district pulled together as a team during the event. Everyone did what was necessary, including putting in unbelievably long hours each day under high stress to solve unprecedented engineering and construction problems. My other memory is the camaraderie that exists today with other government officials, private engineers and contractors, and with industry officials as a result of the flood."

Lt. Col. Steve Smith (then the district's Deputy District Engineer) said, "The event energized the district to respond to a major crisis. Differences were subordinated to the greater good. There were no turf battles; no "one-upmanship," no issues of "Why me?"

Many of those who worked on the flood are still in Chicago District, including Joe Jacobazzi, Tom Fogarty, Sue Davis, Dave Kiel, Dick Albert, Sandy Solomon, Shamel Abou-El-Seoud, Vanessa Villarreal, Tom Deja, Felecia Pleas, Shirley Havens, Jim Przewoznik, and Linda Sorn.

(This article was compiled from many sources, including: "Engineer Update," Kurtis Productions "New Explorers" series episode "Chicago Deep Tunnel Flood"; "Forty Feet Below: The Story of Chicago's Freight Tunnels," by Bruce Moffat; and written memories from Carol Massar, Chester Szmurlo, Dave Hunter, Lt. Col. (Ret.) Steve Smith, and Col. (Ret.) Randall Inouye.)

Both helicopters and old-fashioned ground work mapped abandoned uranium mines in the Navajo Nation. (Photos courtesy of Los Angeles District)

Study tracks dangers of uranium mines

By Mike Tharp
Los Angeles District

When he was a 10th grader at Rock Point School on the Navajo Nation Reservation in Arizona, Thomas Littleben wrote a poem he called "My Land":

"I look at my parents...weak and limping.
There aren't any of my sisters and brothers around.
I am thinking what it will be like here in the future."

Thanks to crucial scientific fieldwork by several experts from Los Angeles District, Littleben's land and future are in better shape. Glynn Alsup, project manager, and others spent part of two years trudging through and flying over the Navajo Nation. From 1998 to 2000, the Corps participated in a multi-district, multi-agency study sponsored by the U.S. Environmental Protection Agency (EPA) Region 9 to determine health risks to Navajos from abandoned uranium mines.

This year, district representatives continue their work across part of the 25,000-square-mile reservation in Arizona.

Ground and air surveys

The district's involvement began four years after the initial study began. In 1994 the U.S. and Navajo Nation EPAs and private firms began testing soil, water, and materials used to build homes by reservation residents. The tests were performed to see whether abandoned uranium and vanadium mines posed significant risk to human health. The studies were also meant to identify areas or features that would require action to reduce exposure.

To find the answers, Department of Energy investigators first used helicopters to locate the sites with the greatest potential exposure. Federal and local officials conducted aerial radiological surveys of 41 mining areas covering nearly 1,200 square miles.

Later, after these findings were mapped and measured, work began on the ground. The Corps' main mission was to test water used for human consumption, and waste rock used in home construction at settlements near old uranium mines. The investigation covered six mining districts (Four Corners, Monument Valley, Cameron-Tuba City, Bidahochi, Central, and Chinle) and affected a Navajo population of some 170,000.

Tough field work

The Corps' field operations included water sampling and surveys of home construction, radiation, and mines. The water samples collected data to evaluate risks to human health if someone drank radioactive metals and stable metals in water.

Alsup, Brian Jordan, Arthur Moncayo, Ray Salas, and others trekked across some of the most spectacular and forbidding land in America to conduct their research. "You drive as far as you can drive, and then walk as far as you can walk," recalls Alsup.

Against some of the same landscape used in John Ford movies and other westerns, the district scientists worked in weather and at all hours. Temperatures ranged from 10 degrees to 105, and they once endured a storm whose 104 mile-an-hour winds closed I-40 for hours. Their 35-pound backpacks got heavier when they'd carry a dozen or more liter bottles of water back to their four-wheel-drive.

Despite tough conditions, including possible exposure to radiation, during thousands of man-hours the team posted a clean safety and injury record.

Sampling

The regimen consisted of collecting one water sample at each well, tap, spring, or tank identified as a source for consumption. At each site, they monitored and recorded radiation levels at the standard height of one meter (39.37 inches) from the ground, testing for 11 radioactive and 23 stable metals.

Because many of the Navajo themselves worked in the mines from the 1940s through the 1960s, they often built their homes nearby, sometimes using materials dredged from the mines. And so, a generation or more after the mines were played out, L.A. District personnel were literally knocking on the doors of Navajo homes to measure if any construction materials were radioactive.

Because of cultural sensitivity, language barriers, and other reasons, the Corps and other federal government representatives worked closely with officials from the Navajo Nation EPA and 30 Navajo chapters — local governing units on the sprawling reservation. The results of the district scientists' probes of the Indian homes was made known to the residents and chapter officials, but were not released publicly.

Results

One result was that some residents moved from homes with high levels of radiation. Another was the closure of some wells and swimming holes. Most importantly, Navajo Nation leaders conveyed their concerns to their chapter members so they were aware of possible problems.

Between June 1998 and January 2000, the Corps field investigations included 227 water samples, 27 quality control samples, 28 home surveys, and 34 radiation surveys. For much of last year, Alsup and his counterparts from other agencies and the private sector compiled the data into a loose-leaf coffee-table atlas and a compact disk. The district's findings alone filled 21 four-inch-thick volumes and an 8x10-foot trailer.

Clearly, the project addresses some important and sometimes controversial issues for the Navajo. The book *Metal of Dishonor,* by Manuel Pino, notes that "uranium development on Indian land parallels the history of the nuclear industry in the U.S." He believes that because the government was the sole buyer of uranium mined in the early years and because some government officials invoked national security to get Indians to work the mines, the government is now responsible for any health problems Indians may suffer from radiation exposure and other uranium-related causes.

Milton Bluehouse, a columnist for the *Navajo Times,* quotes a half-dozen reservation residents who blame uranium mining for a long list of health problems and congential conditions affecting their offspring.

Shedding light

Because the issues are so emotional and long-lasting, whatever scientific information that can shed more light on the subject is welcome. That's exactly what the meticulous work by district experts did. For two years, they braved the elements, rattlesnakes, wasps, and language barriers to do the job right. They employed a wide range of skills, from high-tech global positioning systems which plotted coordinates at all sites to old-fashioned boot leather to walk there and back, in their quest to supply reliable data for scientific evaluation.

Today, those findings are on file at the EPA's record center, Stanford, Cal-Berkeley, the University of New Mexico, Northern Arizona University and at every Navajo chapter house sampled.

These same research techniques are being reapplied this year as L.A. District's emissaries venture once again onto Navajo land. One of the Corps' missions will be to help communicate results of the studies to various Indian communities, and one way is with water fairs. Outreach teams, including district representatives, will visit chapter meetings and deliver key messages to residents with common-sense recommendations on how to avoid uranium-related health hazards.

Real people, real questions

Alsup has already visited reservation schools, showing and telling Navajo children how to avoid radiation risk and stay healthy. Overall, the project is expected to last several more years.

Alsup, who now has a fondness for fry bread and mutton stew (Navajo specialties) sums up L.A. District's participation in the project — "We have to worry about budgets, allocations, programs. But it still comes down to real people with real questions."

(Mike Tharp is a contract writer for Los Angeles District.)

Engineer searches for Amelia Earhart

By Shannon Bauer
St. Paul District

Explorer, detective, historian, archeologist, author – just some of the titles Kenton Spading holds when he's not working as a hydrologic engineer for St. Paul District.

For at least 10 years now, Spading has volunteered some of his free time to a nonprofit group, The International Group for Historic Aircraft Recovery (TIGHAR), including participating in several expeditions to unearth what really happened to aviator-heroine Amelia Earhart, as well as other aviation-related mysteries.

Kenton Spaulding on Nikumororo Island looking for clues to the disappearance of Amelia Earhart. (Photo courtesy of St. Paul District)

Interest. Spading even co-authored a book in 2001, *Amelia Earhart's Shoe: Is the Mystery Solved?* The other co-authors were Thomas King, Randall Jacobson, and Karen Ramey Burns.

"I've always been interested in mysteries like the disappearance of Earhart and who shot John F. Kennedy," said Spalding to explain his passion. "In particular, I've always been interested in applying rigorous scientific methods to historical research. That means recognizing the difference between a hypothesis and a proven fact, and applying rules to the interpretation of evidence.

"Engineers tend to be methodical and detail-orientated," he continued. "We don't like unanswered questions like 'What happened to Amelia Earhart?' We like everything in a neat row."

Spading learned about TIGHAR in 1991, when he read a newspaper article about their research into Earhart's disappearance. He said one of the researchers lived in St. Cloud, Minn., so he called to ask for more information and ended up being talked into joining the organization.

Celebrity. Amelia Earhart was the first woman to fly across the Atlantic and the first woman to set any altitude or speed records, paving the way for women in aviation and the business world. She and her navigator, Fred Noonan, disappeared on July 2, 1937, while trying to fly around the world. Despite numerous attempts to find Earhart and Noonan, no trace of them or their Lockheed Electra 10E aircraft were ever found.

According to Spading, Earhart was extremely famous back in the 1930s. He said, "There weren't as many celebrities back then as there are now. There was also an excitement about the relatively new field of aviation, and Earhart, being a female aviator at a time when professional women were very rare, drew a lot of attention. Her disappearance was a shock to the world and made her a legend. Soon, there were many theories about her disappearance."

Theories. Those theories include:

- Earhart and Noonan were spying on the Japanese, and were captured and executed on Saipan.
- They got lost, ran out of fuel, and died in a crash at sea.
- Earhart survived World War II in a Japanese prisoner of war camp, quietly returned to the U.S., and lived the rest of her life in obscurity.
- A Navy ship failed to properly transmit a radio beacon for Earhart and Noonan to follow.

But TIGHAR members want to know what *really* happened. About 14 years ago, TIGHAR started its research, theorizing that Earhart and Noonan crash-landed alive on Nikumaroro Island in the South Pacific, and then died sometime shortly thereafter. TIGHAR needed evidence to prove their theory, and an expedition team to find it.

Expedition. A notice in TIGHAR's newsletter announced the organization was looking for volunteers to go on the expedition to Nikumaroro to find, photograph and, if possible, recover evidence relating to the disappearance of Earhart.

Spading applied. He had to complete a two-day course in aviation archeology and work seven days at a field site to see if he could survive harsh conditions and work well with a team before being selected.

TIGHAR chose him, and he joined expeditions to Nikumaroro in 1997 and Kanton Island in 1998. He also conducted archival research for the Earhart project in England, Kiribati, Tuvala, New Zealand, and the U.S.

Spading also became interested in TIGHAR's Midnight Ghost Project, which is trying to find the French aviators who attempted to be the first to cross the Atlantic shortly before Charles Lindberg, but disappeared somewhere enroute. He went on four expeditions into the New Foundland wilderness in Canada trying to find the wreckage from this failed flight.

His contributions to TIGHAR's research projects included applying his engineering and computer skills as the group's technology and remote sensing coordinator.

"One of the technologies we use senses the conductivity of the earth," said Spading. "So if there were, for example, human remains or aircraft parts buried in the earth, we'd be able to find them. Law enforcement uses this kind of technology all the time to find gravesites.

"What is fascinating to me is a lot of times clues to a mystery are buried in a dusty archive somewhere," he said about his role. "There are things out there; you just got to dig to find them."

Evidence. Although the research group has found no conclusive evidence to Earhart's disappearance on Nikumaroro to date, despite six expeditions, they've found several artifacts to suggest she might have landed there, including pieces of an aircraft, and a shoe similar to Earhart's.

In addition, in 1940 a British officer found a skeleton, with what appeared to be pieces of a woman's shoe, on the island, but all of that evidence has been lost.

ABC-TV documented one of the expeditions, as well as the group's research. Two one-hour specials were made for the network's Discovery Channel and Turning Point series.

Amelia Earhart's Shoe details the evidence and the means with which it was found. It took them more than a year-and-a-half to write, Spading said, and involved lots of e-mails, meetings, and rewritings. "We had one point where we almost broke up. Everyone was arguing. We were able to get back to it after a cooling-off period."

Publicity by his publisher is now starting to pay off. Spading has received a little notoriety and a few calls to do interviews and book signings.

"My family and friends are really excited about this," he said. "They keep asking me for inside information."

HR corner

CP-18 field gets training opportunites

By Beryl Dixon
Headquarters

More than 15,300 engineering and scientific positions in the Army, and the occupants of the positions are part of CP-18. This career program offers guidance for careerists to identify potential career advancement paths. It also helps to facilitate scientific, technical, functional, leadership, and managerial development, as well as assist career program members in learning how to effectively navigate the Department of Army environment.

William Brown, Deputy Director of Military Programs, is the Functional Chief's Representative (FCR) for CP-18. As the FCR, Brown administers CP-18 Army-wide.

Once a year Brown hosts a worldwide Career Program Managers Workshop. During the workshops participants gain pointers on such topics as:

- Developing the capable workforce.
- Recruiting the capable workforce.
- Managing the careers of the capable workforce.

This year's conference is scheduled for Aug. 27-29 in Williamsburg, Va. All Career Program Managers (CPMs) are expected to attend. Human resources staff members that support CPMs are also invited.

The Career Program Planning Board will convene on Aug. 29 from 12 noon to 4 p.m. For more information about the workshop, contact me, Beryl Dixon, the CP-18 Program Manager, at beryl.a.dixon@usace.army.mil.

CP-18 Leadership Development Program (LDP)

A key component of CP-18 is the LDP. The LDP Board described the following attributes and culture desired of tomorrow's leaders. This program strives to enable LDP candidates to enhance their strengths in competitiveness, mobility, focus on customer, flexibility, concentrate on what needs to be done vs. what is my job, promote One Door to the Army, strategic focus, loyalty to the Army, feed on challenges, responsibility, life-long learning, business practices, understand civilian leadership in the military environment, diversity, respect new ideas, recognize new workforce values and interests, corporate focus, strategic focus, and interdisciplinary progressiveness.

All permanent GS-12s and 13s who are qualified for positions included in CP-18 are eligible to compete for the LDP. Additionally, employees at lower grade levels who previously held a permanent, qualified GS-12 position may also apply.

The announcement for the fiscal year 2003 class will open May 15 and close June 30. The announcement will be sent via e-mail to commanders, career program managers, and human resources officers. For more information contact Ed Gauvreau, program manager at edmond.g.gauvreau@usace.army.mil.

Around the Corps

Presidential award

President George W. Bush recently honored Dr. James Houston, Director of the Engineer Research and Development Center (ERDC), with the Presidential Rank Award of Meritorious Executive. This award recognizes senior executives based on their success in leading change, leading people, being results driven, business acumen, and building coalitions.

Dr. James Houston, Director of ERDC, received the Presidential Rank Award of Meritorious Executive. (Photo courtesy of ERDC)

As ERDC director, Houston is responsible for seven research and development labs with an annual budget of more than $550 million, and a workforce of 2,100 federal employees and several hundred contractors.

Houston was recognized for two organizational transformations. In 1996, he led the merger of the Hydraulics Laboratory and the Coastal Engineering Research Center into the Coastal and Hydraulics Laboratory. In 2000, he led the merger of seven independent labs to form ERDC. The transformations reduced operating costs and integrated interdisciplinary research.

Under Houston's leadership, ERDC has supported U.S. forces in Afghanistan, Bosnia, Kosovo, Albania, Korea, and other locations overseas. ERDC's TeleEngineering Operations Center allows U.S. forces to obtain engineering expertise from any location worldwide.

ERDC has reduced support costs through a virtual management system where consolidated offices provide support to its laboratories. ERDC is ahead of DoD goals for Army laboratories to reduce overhead costs by 25 percent.

Only five percent of senior executive service members can receive the Meritorious Executive award each year. Houston was the only senior executive in the Corps to win this year, and one of only 21 recipients Army-wide.

First ADR award

On April 16, Angela Styles, Administrator for Federal Procurement Policy at the Office of Management and Budget, presented the first Federal Procurement Alternative Dispute Resolution (ADR) awards at a ceremony in the Eisenhower Executive Office Building.

The Corps of Engineers received one of the awards.

The program recognizes innovative, non-litigious conflict resolution practices, such as arbitration and mediation. ADR provides an effective, expedited process to resolve contract disputes, allowing agencies and contractors to maintain long-term, solution-oriented relationships.

The 2002 awards, based on the recommendations of a distinguished panel of federal and private-sector ADR professionals, were presented to the Corps, the Federal Aviation Administration, the U.S. Air Force, and Northrop Grumman Corporation.

Correction

The names of Ted Nicholson and Mark Valentino were misspelled in "Warfighters get engineer team support" in the April issue of *Engineer Update.*

Topographic support systems

The Topographic Engineering Center recently awarded a contract totaling more than $5 million to SECHAN Electronics Inc. to build 16 Digital Topographic Support System-Light (DTSS-L) units, with an option to build 15 more units.

DTSS provides digital maps and updates to battlefield commanders to support mission planning, rehearsal, and execution. The DTSS automates terrain analysis and visualization, database development and management, and graphics reproduction. The system uses the latest commercial-off-the-shelf technology in printers, scanners, and computer workstations, combined with image processing and geographic information system software.

The DTSS-L version is mounted on HMMVs and can provide digital, computer-generated terrain analysis data and products to combat commanders at brigade through echelons above corps. They are transportable worldwide by air, sea, rail, and land.

Award for civilian service

Scott Fritzinger, Chief of the Geotechnical Section in Philadelphia District, recently received the Department of the Army's Achievement Medal for Civilian Service for his contributions during his nearly 20 years of service.

Fritzinger's projects include design and construction of high earth and rockfill dams; design of foundation and pavement for buildings at several military installations; developing reports for the Cooper River Rediversion Project; supervising construction of a geomembrane cover and soil-bentonite cutoff wall for the Lapari Landfill Superfund site in Gloucester County, N.J.; and project engineer for the Wilmington Harbor South Disposal Area Development Project.

Mouton awards

The St. Paul District Public Affairs Office, and Wayne Stroupe with the Engineer Research and Development Center (ERDC), received Locke L. Mouton Awards in April. The award recognizes public affairs practitioners for superior achievement in supporting Corps policy.

Mark Davidson, St. Paul District Public Affairs Officer, also received the Michael C. Robinson Award, which recognizes the top USACE public affairs practitioner of the year.

The entire staff received the Mouton Award for outstanding public affairs efforts during the 2001 spring floods. Pre-flood preparations by the public affairs staff included developing a media plan for the floods, obtaining and packing equipment for possible deployment, writing media guidelines for non-public affairs people in the district, training public affairs augmentees, contacting news media, and writing press releases regarding the coming floods.

During the flood fight, they wrote more than 40 news releases that resulted in hundreds of media interviews for St. Paul District employees.

Stroupe, a public affairs specialist with ERDC in Vicksburg, Miss., received the Mouton Award for Media Relations and Public Information. He handles all media interaction for the four labs in Vicksburg. Due to ERDC's national research missions and responsibilities, most media contacts come from national and international markets.

In 2001, Stroupe handled 167 different media market contacts including the *Los Angeles Times,* NBC News, *Wall Street Journal,* NBC Dateline, *New York Times,* 60 Minutes II, Discovery Channel, Good Morning America, History Channel, BBC, and the Learning Channel.

Stroupe undertook several major media projects in 2001. For example, "The Miracle of the Pentagon" was a 14.5-minute segment aired on 60 Minutes II on Nov. 28. It profiled ERDC's antiterrorism building design measures that saved lives during the Pentagon attack on Sept. 11.

Immediately after the Sept. 11 attacks, Stroupe volunteered to assist emergency operations in New York city. He averaged more than 100 media calls a day during his deployment, and wrote articles about the Corps' response to this federal emergency.

Visitors at the Bay Model Visitors Center enjoy the touch-tank. (Photo courtesy of San Francisco District)

Bay Model

The Bay Model Association took top honors in the Corps' 2002 Excellence in Interpretative Partnership Awards. The association supports the Bay Model Visitor Center to promote understanding of the aquatic, historic, and cultural environments of the San Francisco Bay region. The association has grown from a volunteer staff of one and a board of directors of five to one full-time person, three part-time, and a board of directors of 12.

The Bay Model Association operates from funds raised through bookstore sales, fundraising projects, and grants from local foundations, corporations, and county and state granting authorities. This money facilitates a variety of projects and programs.

Mussels

On April 15, St. Paul District released its draft plan to establish new populations of the endangered Higgins' eye pearly mussel in the Upper Mississippi River. The Corps is also conducting a separate study for the long-term control of the zebra mussel.

The $2.4 million plan stems from a U.S. Fish & Wildlife Service report.

"Due to the upstream transport by commercial barges and recreational craft, the Asian native zebra mussels are now found in the Mississippi River," said Dennis Anderson, USACE biologist and project manager. "Zebra mussels cover the native mussels completely, so the native mussels can't open up and they die."

The Corps will establish 10 Higgins' eye relocation sites. The relocation efforts involve collecting adult Higgins' eye mussels from areas heavily infested with zebra mussels and moving them to areas of minimal or no zebra mussels. It also includes raising juvenile mussels on host fish species and at hatcheries with subsequent stocking at the relocation sites.

Visitor center

The old control center at Lock and Dam No. 7 in St. Paul District is being restored as close as possible to its original design, and opened as a visitors' center in late September.

This renovation is part of a larger Corps' project where all locks and dams receive new control centers and other mechanical upgrades. St. Paul District decided to keep one original control center open for historical purposes.

Old photos and plans were used to replicate the original 1930s look of the building. Both the interior and exterior needed work to include pouring a new floor, removing lead paint, installing new sheet rock, and restoring the windows. The interior also includes a gantry crane, which will be fixed up and left for visual effect.

Visitors will see displays about the division and district missions, the history and geology of the river, how a lock and dam operates, and will be able to observe the operation up close.

Kim Courts Brown and her husband Troy Brown, with their children Sirmon, 3, and Saanjay, 18 months. (Photo courtesy of Huntington District)

Adam Archuleta tackles Troy Brown after Brown's 21-yard gain which set up the game-winning field goal by Adam Vinateri. (Associated Press Photo)

Superbowl win is family adventure

By Elizabeth Slagel
Huntington District

While most of America viewed Super Bowl XXXVI from their living rooms on Feb. 3, Kim Courts Brown was in New Orleans' Super Dome watching her husband Troy accomplish an American Dream…

…Winning a Super Bowl!

"That was the most emotional game ever," said Brown, who works in the Regulatory Branch of Huntington District. "I just wanted to beat the Rams so bad. They came from St. Louis so sure they were going to win."

Outstanding season

Instead, the New England Patriots took home the glory in a 20-17 victory over the St. Louis Rams. Brown's husband, Patriots' wide receiver Troy Brown, made the play that set up the winning field goal.

Troy turned in a top-notch record last year. In regular season he caught 101 passes and accumulated 1,999 yards. The Patriots relied heavily on him during the 2001 post-season. He was named the AFC Special Teams Player of the Week for his performance against Pittsburgh in the AFC Championship Game, where he made a 55-yard punt return for a touchdown, and caught eight passes for 121 yards in a 24-17 victory.

"I'm very proud of him," said Brown. "He's always been able to do what he's done this year. It's just that he's been given the opportunity this year." His heightened stardom comes nine years after criticism and doubts of his wide receiver abilities. Brown said that her husband has watched other wide receivers come and go, and none were able to do the job as well as him. "He's worked for everything he's received."

Game winner

And Troy Brown worked hard in the Super Bowl. The game was a hard-fought battle with a dramatic, last-minute win.

The Patriots were predicted to lose. Indeed, the Rams took a three-point lead in the first quarter. The Patriots scored 14 points in the second quarter, and extended their lead to 17-3 in the third. But the Rams came from behind in the fourth quarter, scoring 14 points to tie the game 17-17 in the final minute of play.

Although Brown did not make any razzle-dazzle returns or touchdowns in the Super Bowl, he made the key play that set up the Patriots to win. The Patriots were on their own 41-yard line when quarterback Tom Brady dropped back and looked for Brown.

"They were in a zone defense and I saw the linebacker dropping deep," said Brown, who made six catches for 89 yards during the game. "On the other side of me was a dead spot in the zone, so knew I had to get over there to get a chance to get it."

Brown caught the ball for a 23-yard gain, and moved out of bounds to save time on the clock. The completion moved New England to the Rams' 36-yard line with 21 seconds remaining, plenty of time for one more play. The Patriot's place-kicker Adam Vinatieri split the uprights with a 48-yard field goal to win 20-17.

"Troy is always the first guy I'm looking for," said Brady. "He made the grab, made the run after the catch, and set up the game-winning field goal by Adam."

Rewards, trials of celebrity

Since February it has been a whirlwind of fame, appearances, and the best perks corporate sponsors have to offer. The Browns enjoy first-class all the way; in April, it was an all-expense paid trip to Jamaica.

But it's not an easy life. "People think we live some big glamorous life. It's not." Kim Brown knows about long hours, constant appearances, and strain on family. During the season her husband spends six days a week, 10 hours a day attending meetings, workouts, and practices. And there are no sick days. "If you're late for work, you pay a fine," said Brown.

Unlike her husband, Brown has a more flexible work schedule and can attend all the games along with their two sons, Sirmon, 3, and Saanjay, 18 months.

When asked how it felt to be so closely connected to a Super Bowl win she modestly said, "This is going to sound crazy, but it's *not* a big deal. Maybe one day when I look back, I'll think 'Wow! That was a really big deal!' Maybe it just hasn't sunk in yet.

"People always ask what it is like being Troy Brown's wife," Brown continued. "I feel the same way I did when we were married five years ago, or even when we started dating 11 years ago. Our personal life hasn't changed. I think that's just because he hasn't changed."

On the other hand, people *do* treat the Browns differently these days.

"The thing that trips me out is how people react to him, especially in Boston," said Brown. "We can't go *anywhere* that he's not overwhelmed with handshakes and autograph requests. I just stand back and let him deal with his adoring fans."

Of course Brown is not totally out of the spotlight. Although she adamantly denies being a celebrity, she couldn't help feeling like one during the premiere of the New England Patriots Season Highlights video. "They actually had the red carpet and everything, and people were flashing cameras everywhere. You'd hear 'Hey Troy, look over here!'"

And when they got inside they were mobbed. "People were asking *me* for *my* autograph," said Brown. Not able to ward off the adoring fans, she obliged.

Brown said that her husband has a rather shy personality, so the spotlight is both rewarding and a little overwhelming. "I tell him to enjoy his 15 minutes of fame because it can all change."

Super Bowl memories

But Kim Brown said that even if there is another Super Bowl, there will be nothing like the first. She said it was tense even in the hotel. The players had curfews, practiced all day, and couldn't even stay with their families. The Brown family had good seats behind the bench, but they weren't free; Troy had to pay $400 for each ticket.

Brown said security was unbelievably tight at the Super Dome in New Orleans. It took hours to get through the rigorous searches. "Even Mariah Carey, who sang the National Anthem, had to go through security.

"At first, I was a little leery of the threat of terrorism," Brown added. "But when I got in there and saw all the sharpshooters on the surrounding tall buildings and jet fighters overhead, I realized everything was under control."

Security was so strict that Brown and Troy's mother couldn't go on the field after the game because they didn't have clearance.

Pre-and post-parties were held in the hotel with all the food and drinks one would want, not to mention some boastful elbow rubbing. Brown says she saw all kinds of famous people. "Oh gosh, who did I meet?" She mentioned mostly sports greats like Serena Williams, Rams' Quarterback Kurt Warner, Tim Brown, ESPN's Chris Burman, and some other celebrities like rappers Snoop Dog and Master P.

Brown admits she sometimes gets tired of football. "Last season they were losing and it was hard on him. There's nothing worse than going home to an unhappy husband on a losing team."

Win or lose, she is always there to cheer him on, and for now the Browns are riding the wave of Super Bowl championship excitement.

(Bernard Tate of Headquarters contributed to this article.)